

**Economic Growth Region 6
Eastern Indiana Regional Workforce Board
Workforce Investment Plan**

PY2006 and PY2007



Issued February 2007

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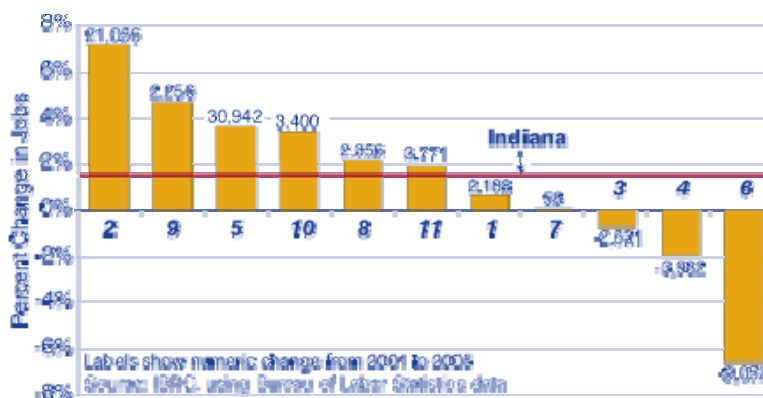
Introduction

The nine counties that comprise Eastern Indiana, or Economic Growth Region 6, have a proud history. The gas boom, the invention of motorized aircraft, and the first development of the automatic transmission all have roots in this part of the state. Yet the most recent decades have produced much less happy results for the region's economy. In 2005, there were actually fewer jobs and fewer people here than was the case in 1990, while the rest of the state experienced double-digit growth over this same period. These circumstances argue strongly for increased attention and focus on the labor force needs in eastern Indiana, as set forth in this plan.

Eastern Indiana is made up of a 180,000 worker-strong labor force of Blackford, Delaware, Fayette, Henry, Jay, Randolph, Rush, Union, and Wayne counties which borders Ohio on the east. During the research and identification conducted within the Strategic Skills Initiative in late 2005, key industries and occupations were identified in the regional economy, and projected occupational and skills shortages for the coming years.

Region 6 has had the greatest negative effect in percentage of change in jobs throughout Indiana as shown in Figure 1.

Figure 1
Change in Jobs by Region, 2001:4 to 2005:4



The specific conditions that have produced the occupation and skill deficiencies in the region were identified to be in the legal, educational, economic, and social environment. The Root Causes for the Occupational and Skill Shortages in Eastern Indiana identified a (i) lack of education, and a (ii) lack of career awareness in the workforce, as highest priorities for intervention. As shown in the 2000 Census data depicted in Figure 2, we have a lower percentage of adults who are college-educated than any other region in the state, ten full percentage points lower than the national average. And in one-on-one interviews, focus groups, and community forums, employers, counselors and others consistently identified a lack of



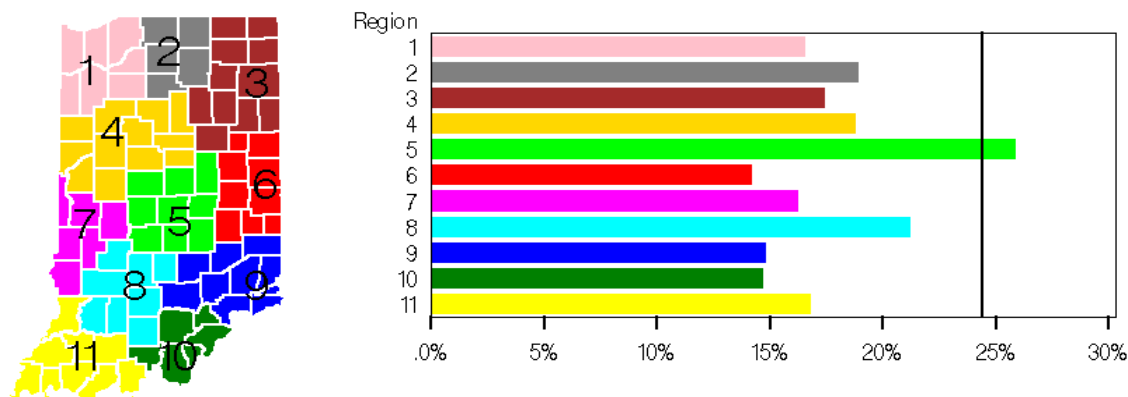
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knowledge concerning (i) specific career opportunities, and (ii) the educational credentials and skills needed to pursue those careers, as prevalent in eastern Indiana.

Figure 2
Percent of Adult Population with a College Degree, 2000
Indiana Economic Growth Regions



The problems affecting the eastern Indiana labor force, and ultimately the entire economy of the Region are similar in nature; but different in scope to what has occurred through the industrial Midwest. We have lost and continue to lose a substantial number of high-paying manufacturing jobs in this region, much as many other regions and states can also say. But the failure of the economy outside manufacturing – or of manufacturing itself -- to adjust to the situation and ultimately replace those jobs has led to an overall decline in opportunity and well-being in this region that is virtually without peer.

In the last ten years, the 9-county region of eastern Indiana has lost 8,631 covered payroll jobs, a 7.4% decline, while the rest of Indiana went in the other direction, adding 215,456 jobs, an 8.5% increase. This decline in relative economic opportunity has profoundly affected the region's labor force, and no effort to upgrade workforce skills and preparation can be expected to succeed without also increasing the demand for skilled labor.

It is fair to say that this dismal economic performance lurks behind every statistic, every conversation, and virtually every conclusion concerning the eastern Indiana workforce. The fact that the region's economy has produced so few opportunities, particularly for higher income jobs, relative to rest of the state, has set up a disturbing dynamic where:

- better opportunities outside the region pull better educated and more highly trained workers (and their families) away from eastern Indiana;
- those workers who remain are less skilled, and less motivated to acquire skills;



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- employers can be reluctant to invest in workforce training, out of fear that those trained workers will migrate;

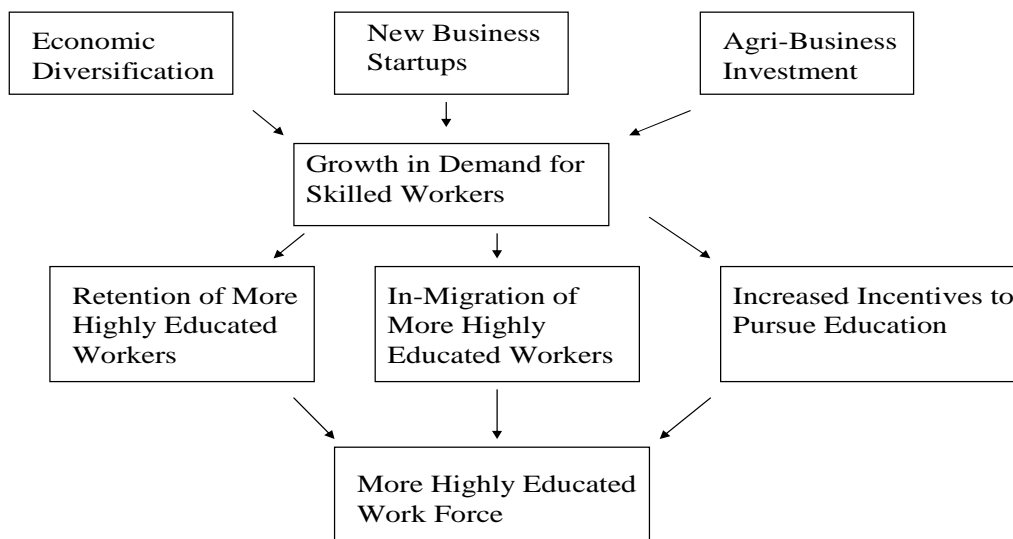
We conclude that any effort to improve the educational attainment and career awareness of the area workforce must simultaneously address the failure of the region's economy to create jobs that demand higher skills. More job opportunities created in the region will improve educational attainment of the workforce by (i) helping to retain those better educated workers who would otherwise leave the region for opportunities elsewhere, and (ii) motivate less trained and educated workers to increase their human capital to compete for those new opportunities.

The emerging industries activities seek to stimulate demand for all jobs, including higher skilled jobs, by simultaneously:

- engaging economic development officials and leaders throughout the region in an intensive planning process to formulate and implement a regional strategy to diversify the region's economic base;
- supporting the development of young entrepreneurs in high school, and leveraging the strength of Ball State University's nationally recognized Entrepreneurship program to stimulate new business formation;
- marketing and supporting the tremendous potential of agri-business to bring high value-added production to the region;

The connection of these activities, and the root cause of low educational attainment of the workforce, is illustrated schematically below (Figure 3). While the precise timing and strength of

Figure 3





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these relationships are difficult to fully specify, given recent economic history, we believe that a key ingredient to upgrading the educational status of the workforce must be a stimulus on the demand side.

A second major thrust of this plan addresses the lack of awareness of career opportunities in the regional economy, and the consequent lack of preparation, in education and training, to compete for positions with career growth potential. While this situation is closely related to the low educational attainment in the workforce, it has different causes and different implications.

While little or no post-secondary education may have once not have been an obstacle in securing reasonably well paying employment in factories and other production and material handling work settings, such opportunities are rarely, if ever, presented in the labor market today. Such trends have been evident nationally for decades, yet the break point between generations, when the lessons learned by the parent do not apply to the son or daughter, has left the new generation unprepared for this new reality.

Schools have also come in for some criticism in not adapting to the changes occurring in the labor market. Focus groups and individual executives repeatedly cited instances where area high schools appeared out of touch with the training and skill needs of the work place. As cited in the SSI Root Causes Report for Economic Region 6,

“Secondary education personnel lack awareness of career opportunities that exist in industries in the region, and generally do not perceive it to be their job to prepare students with the workforce skills. Without an understanding of existing businesses, their career opportunities and skill requirements, educators cannot prepare or counsel students on career options and education/training requirements other than four year degrees.”

As such one of the strategic needs of the region is to develop career awareness through activities designed to provide students, incumbent workers, and high school teachers with an understanding.

Region 6 has put together a multi-faceted strategic plan that will allow the region to change the current economic trend. Through education, career awareness, diversification of the economic base, entrepreneurship, and marketing of the region, the declining economy will end and the **GrowthStart** for the region will begin. This **GrowthStart** strategic plan will build a system that serves youth, job seekers, employers, education and economic developers.



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Section 1 – Mission Statement and Strategic Plans

This section requires the RWB to publish its mission statement, vision and associated goals. This should incorporate the Governor's and IDWD's vision for workforce development in Indiana at the RWB level. The board may also wish to address its core values, specific outcomes and key strategies. Specific performance goals should be annotated in this section as an attachment. These specific goals should include federal, state and economic growth region (EGR) goals.

This section of the plan should build on the Strategic Skills Initiative, the Accelerating Growth, Indiana's Economic Development Plan and other economic and workforce research and planning. The focus should be on targeted skill upgrades for the areas workforce.

Mission Statement:

The mission of the Eastern Indiana Regional Workforce Board is to create strategic alliances that advance the region's economic vitality and to direct a seamless network of services that develops and sustains a highly educated and skilled workforce in Eastern Indiana.

Vision Statement:

In October, 2006, the Eastern Indiana Regional Workforce Board met to develop and refine its vision for the region's future five years from now:

- There will be a strong regional identity both inside and outside the region with attributes of collaboration rather than competition, among various entities including education, local and regional economic development organizations, chambers of commerce, government, and so forth.
- There will be a strong collaboration, and consolidation efforts, between the Regional Workforce Board, Eastern Indiana Development District and East Central Indiana Development Council.
- The region will have a strong market brand and be known as an area that will figure prominently in statewide and national considerations.
- The Regional Workforce Board will have a strong partnership with the educational community and the educational system will be a seamless system producing individuals with portable credentials.
- There will exist an alignment of the partners at all levels and their services with the strategic goals of the region.
- The WorkOne system will be considered the "place to go" for Career Consulting. The Career Consulting concept will be available on a fee for service basis and will require our offices and staff to be attractive and professional in appearance and manner.
- The region will have increased its cultural diversity.
- There will be an increased value connected to the attainment of additional education and associated credentials.



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- Existing workers and potential workers will understand the importance of and seek to attain education, credentials and skills that are in demand in the region.
 - The region will have developed an approach which will better align education and training programs with job opportunities.
 - A Targeted Industry Study will have been conducted to create a regional focus in the creation of jobs and preparation of the workforce, including the alignment of other needed services such as education and infrastructure.
 - A determination will have been made and advantage taken of the opportunities afforded the region as a result of the Honda location. Opportunities may include worker preparation, location of supplier companies and preparation of their workers, preparation of new workers and upgrade of existing workers of existing companies. The worker preparation plan will be well thought out and defined beginning with the preparation of the new or unemployed worker complemented with training for the incumbent workers.
 - The State will have recognized and acted in partnership with the region in addressing the economic needs of the region and as a result will be considered as a model of success.
 - The region will have developed a strong marketing program that promotes our workforce development efforts, promoting a different brand than what exists today about the region, i.e. a region marked by perceived strong union and uncooperative workforce
 - The region will have a strong presence at regional, state and national functions and command respect from within and outside of the region
 - The region will be known for possessing an ethical workforce including the current worker and new entrants.
 - The region will continue a high level of commitment to programs and services that support entrepreneurs.
 - In support of new business locations and reversal of population loss trends, the region will have an employer resource center and trailing spouse program
 - Funding of regional efforts will increase and funding sources will include private sources.
 - Services will be demand driven and involve the providers of services coming together to provide a seamless platform of services.
 - As a result of the combined efforts of the state and region the region will experience a reversal in population loss trends, an increase in per capita income and growth of job opportunities through entrepreneurship efforts.



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Goals:

Goals for Region 6 will include not only those of the state but goals that are specific to the needs of the region.

- Grow Jobs and Employment by establishing a new regional economic base with high pay and growth potential; diversification and rejuvenation of the regional economy
- Grow Personal Income through increasing the awareness regarding two fundamental issues: (i) the value of education and training, in general, and (ii) the career opportunities we project in emerging and existing industries in the region, and their educational and skill requirements.
- Premier Customer service will be maintained by creating an employer resource center, devoted to the task of better coordinating and matching the training needs of employers for their existing workforce with the services and facilities offered by colleges, career centers, and other providers.
- Implement career awareness initiative, aimed at informing future workers about the kinds of new jobs and careers that the economy they will enter is creating, and motivating them to pursue the education and training necessary to pursue them
- Make Region 6 a leader for innovation and entrepreneurship
- Build a workforce whose capability, productivity, and flexibility are globally competitive



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Finances:

- What are your primary funding streams including sources with dollar amounts?
- What are your financial obligations for each of the two program years? Estimates for funding and obligations should be used for PY2007.

Table 1

REVENUE:	PY06 TOTAL GRANT ALLOCATIONS & CARRY-IN	% OF TOTAL ALLOC	OBLIGATIONS
WIA TOTAL			
WIA - ADMINISTRATION	\$ 462,612	7.16%	\$ 425,268
WIA ADULT	\$ 1,206,086	18.68%	\$ 1,095,313
WIA YOUTH	\$ 1,592,557	24.66%	\$ 1,460,139
WIA DISLOCATED WORKER	\$ 1,001,488	15.51%	\$ 908,581
RAPID RESPONSE	\$ 253,622	3.93%	\$ 253,622
WIA INCENTIVE	\$ 10,721	0.17%	\$ 10,721
WP INCENTIVE		0.00%	\$ -
TRANSITION FUNDING	\$ 71,000	1.10%	\$ 71,000
OCRA - RURAL DEVELOPMENT GRANT	\$ 19,313	0.30%	\$ 19,313
OCRA RURAL DEV. CASH MATCH	\$ 10,000	0.15%	\$ 10,000
CAREER ADVMT. ACCOUNT PILOT	\$ 49,500	0.77%	\$ 49,500
WIG-NAVIGATOR	\$ 35,831	0.55%	\$ 35,831
STRATEGIC SKILLS INITIATIVE TOTAL	\$ -	0.00%	\$ -
SSI-AGRI - SMALL BUSINESS DEV.	\$ 537,209	8.32%	\$ 429,767
SSI-ENTREPRENEURSHIP	\$ 138,990	2.15%	\$ 111,192
SSI-HIGH SCHOOL BUSINESS PLAN	\$ 503,626	7.80%	\$ 402,901
SSI-FUNDING FOR MEETING METRICS	\$ 235,965	3.65%	\$ 235,965
INTEGRATED SERVICES TOTAL	\$ -	0.00%	\$ -
WAGNER PEYSER	\$ 163,835	2.54%	\$ 163,835
LVER	\$ 18,840	0.29%	\$ 18,840
DVOP	\$ 12,187	0.19%	\$ 12,187
UNEMPLOYMENT INSURANCE	\$ 98,509	1.53%	\$ 98,509
BUSINESS SERV. REPRESENTATIVE	\$ 36,000	0.56%	\$ 36,000
TOTAL	\$ 6,457,890	100.00%	\$ 5,848,483



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Table 2

REVENUE:	PY07 TOTAL GRANT ALLOCATIONS & CARRY-IN	% OF TOTAL ALLOC	OBLIGATIONS
WIA TOTAL			
WIA - ADMINISTRATION	\$ 373,442	6.70%	\$ 373,442
WIA ADULT	\$ 1,107,735	19.87%	\$ 1,107,735
WIA YOUTH	\$ 1,324,182	23.75%	\$ 1,324,182
WIA DISLOCATED WORKER	\$ 929,066	16.66%	\$ 929,066
RAPID RESPONSE	\$ -	0.00%	\$ -
WIA INCENTIVE	\$ -	0.00%	\$ -
WP INCENTIVE		0.00%	\$ -
TRANSITION FUNDING	\$ -	0.00%	\$ -
OCRA - RURAL DEVELOPMENT GRANT	\$ 86,263	1.55%	\$ 86,263
OCRA RURAL DEV. CASH MATCH	\$ 10,000	0.18%	\$ 10,000
CAREER ADVMT. ACCOUNT PILOT	\$ 250,500	4.49%	\$ 250,500
WIG-NAVIGATOR	\$ 35,831	0.64%	\$ 35,831
STRATEGIC SKILLS INITIATIVE TOTAL	\$ -	0.00%	\$ -
SSI-AGRI - SMALL BUSINESS DEV.	\$ 440,585	7.90%	\$ 352,468
SSI-ENTREPRENEURSHIP	\$ 139,292	2.50%	\$ 111,434
SSI-HIGH SCHOOL BUSINESS PLAN	\$ 354,379	6.36%	\$ 283,503
SSI-FUNDING FOR MEETING METRICS	\$ 186,851	3.35%	\$ 186,851
INTEGRATED SERVICES TOTAL	\$ -	0.00%	\$ -
WAGNER PEYSER	\$ 165,853	2.97%	\$ 165,853
LVER	\$ 19,450	0.35%	\$ 19,450
DVOP	\$ 12,801	0.23%	\$ 12,801
UNEMPLOYMENT INSURANCE	\$ 103,913	1.86%	\$ 103,913
BUSINESS SERV. REPRESENTATIVE	\$ 36,000	0.65%	\$ 36,000
TOTAL	\$ 5,576,142	100.00%	\$ 5,389,291

- What percent of your WIA funding is used for administration in contrast to program, for overhead in contrast to service delivery, and for tier of services (core, intensive & training)?

The EGR 6 has been aggressive in seeking additional funding and the integration of that funding into the existing management and direct services of the WorkOne system. These actions have had a positive effect on the amount of funding available to provide direct services.



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The ratio of WIA funding planned to be used in PY06 for Administration versus Program is 8% and 92% respectively. The percentage of overhead¹ in relationship to service delivery for WIA funding is 30% and 70% respectively.

When analyzing the percentages of WIA funding in tier services for PY06 the ratio is 10% for Core Services, 50% for Intensive Services and 40% for Training Services.

▪ **What actions are being taken to reduce administration and overhead costs and to increase funding spent on training?**

The Regional Workforce Board is making ongoing efforts to involve other community partners and bring other community resources into the WorkOne System. During PY06 and PY07 the Regional Workforce Board will pursue the consolidation of the management of each WorkOne Office through a single point of contact. Other management staff at the WorkOne Office level or in support of those offices will be transformed into support of the personnel activities related to the staff in the various WorkOne Offices and to provide specific management functions in support of the single point of contact such as reporting, physical plant and equipment management, and coordinating core service activities.

At the Regional Operator level, staff and some resources are being shared between the Regional Operator and Economic Development on the regional level. The Regional Workforce Board will continue to initiate conversations and planning to consolidate economic development efforts into regional services and local services. Regional level activities will be concentrated in areas that support local communities while expanding the regional services to market and increase the prospects considering the region for location and expansion projects.

The Regional Operator will continue to seek federal, state and local resources which can expand services in the region consistent with the strategic plan and contribute to the overhead of providing services in the region. The result of these efforts will be reduce the marginal contribution rate of each funding source in support of the overhead while increasing the amount of funding available to contribute to nonoverhead costs of service provision.

To the extent possible the cost of the WorkOne office infrastructure throughout the region will be shared with other WorkOne partners. Partnerships currently exist and will continue to be developed as appropriate. An example of this would be the Muncie WorkOne Office which has several partners (ABE/GED, DWD, WIA, IMPACT, Vocational Rehabilitation, Department of Labor, and Veterans Upward Bound program) in one facility. This allows for decreased

¹ Overhead includes all costs that are not services delivery which is strictly limited to direct service costs for clients such as training, workshops, supportive services, etc. and front line staff costs including front line supervisor costs.



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overhead as well as enhanced customer service. Also, with local partnering come reductions in duplication of local services and time spent by eliminating repetitive or duplicative meetings, functions, services and materials. Also, staff can be directed as a team while allocating scarce skilled staff resources to work without wasted time addressing areas that are not in their area of expertise.

- **Describe the competitive process used to award grants and contracts for activities carried out under WIA.**

Two methods of selection of grants and contracts for activities will be used in the Eastern Indiana Economic Growth Region as allowed by specific funding streams and cognizant agencies. A grant or contract may be designated or competitively selected.

The Designation Method shall only be used when permitted by statutory or regulatory provisions. Typically when the designation method is used the entity is identified in advance in the narrative of the proposal made to a funding source and is approved for the designation method upon approval and acceptance of the proposal. In some cases the cognizant agency allows for the designation of an entity and in those instances the Regional Workforce Board may utilize that method of contract or grant award. Appropriate documentation for utilizing the designation method must be kept in the procurement file. No award greater than the local threshold of \$25,000, will be awarded without competitive procurement, which is well below the federal simplified acquisition (small purchase) threshold of \$100,000. Noncompetitive awards typically are for vendor/professional services and other services resulting in a contract/agreement of less than \$25,000.

The competitive process may be used for any award amount at the election of the Regional Workforce Board, however, will be used for the award of a grant or contract amount of \$25,000 or greater. This competitive process can qualify applicants through a Request For Qualifications (RFQ) process leading to Request For Proposals (RFP) or may begin with the Request For Proposal process.

Vendors will be solicited to register on an ongoing Vendor's List and through direct and indirect solicitation using the website, legal advertisements and other media. The competitive process will cause the RFQ and/or RFP to be distributed to prospective vendors and contractors using the Vendor's List and other sources of interested parties.

In the event of a sole source award of a contract exceeding \$25,000 using federal funds, resulting without competition, including the lack of applicants in a competitive process, the recommended contractor will be submitted to the respective cognizant agency for prior approval. Whether submitted for prior approval or not the RWB will cause the following documentation to be on file that explains why the services were procured without competition:



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1. Purpose of the sole source agreement
2. Dollar amount of the procurement
3. Justification for the sole source procurement
4. Copy of the cost and/or price analysis

Strategic Service Delivery:

▪ **How is the RWB addressing the needs for service delivery in a cost effective manner?**

In the WorkOne and WorkOne Express offices, we are trying to combine WIA dollars and resources with Wagner-Peyser, Vocational Rehabilitation, Adult Basic Education, Pell, and other resources to make the WIA dollars go further and to allow us to serve more job seekers and employers. Costs of common systems, whenever possible, are being shared through cost sharing agreements such as the Integrated Services Contract.

The Regional Workforce Board has developed an integrated Business Services Plan integrating the goals of the Regional Workforce Board, Wagner-Peyser, Workforce Investment Act, Strategic Skills Initiative, Training Assistance Grants, WorkKeys, Employer Forums, Skill Enhancement Grants, Career Advancement Accounts, Rapid Response, Employer location and expansion services, as well as, Common Measures. Rather than duplication of employer/business contacts, an integrated team made up of state, regional and local staff have been identified, trained and assigned to a geographic area of the region as a part of an in-house team or field services team. These teams and staff have a common set of goals which will be reviewed monthly by an integrated management team, as well as, the Business Services Team to identify areas of success and those requiring corrective action.

After successful launch and implementation of the Business Service Team model the Regional Workforce Board will turn its attention to the integration of customer solutions. Once again the goal will be to integrate staff, regardless of funding source or local or state employment status, into an integrated team of service delivery. This approach to staffing and service delivery will result in less duplication and more resources freed up to provide direct customer services.

Contracting with one core region wide service provider agency and developing a solid infrastructure for delivery of all initiatives throughout the region reduces duplication and overhead. The resultant infrastructure can then be used as the conduit for marketing, training, and implementation of local and regional initiatives. It also provides a base facility for itinerant services when needed to address a specific targeted local issue such as a major rapid response or employer expansion project.

As stated previously the RWB is making ongoing efforts to involve other community partners and bring other community resources into the WorkOne System. During PY06 and PY07 the RWB will pursue the consolidation of the management of each WorkOne office through a single point of contact. Other management staff at the WorkOne office level or in support of those



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offices will be transformed into support of the personnel activities related to the staff in the various WorkOne Offices and to provide specific management functions in support of the single point of contact such as reporting, physical plant and equipment management, and coordinating core service activities.

The RWB is managing the marketing program and budget for the region. Materials and promotions are and will be developed system-wide and implemented on the local or regional basis as appropriate. This approach to marketing reduces the duplication of effort and costs at all levels. Marketing materials are developed with the customer in mind in will use the WorkOne branding approach always tying the WorkOne to the Regional Workforce Board and the Regional Workforce Board to the WorkOne. A promotion of individual partners is not an allowed expense using WorkOne funds.

- **With the reduction of unemployment insurance staff in the WorkOne centers and the upcoming focus on self-service systems for both labor exchange and unemployment insurance, how does the RWB propose to adjust their service delivery strategy to meet the needs of the EGR in a cost-effective manner?**

The ongoing flow of individuals in need of Unemployment Insurance assistance has, for many years, provided a continual pool of potential customers for WIA and other WorkOne services. In many instances the flow of customers will continue due to the lack of customer access to computers and the Internet. Consequently, there can be no doubt that the reduction of UI staff and the move to self-service will affect enrollments and the delivery of services. However, we have an extraordinary opportunity to determine whether that impact is adverse or not. Though the presence of UI has indeed been a source of traffic flow, it has also often sapped staff energies and resources. This is particularly true in WorkOne Express offices.

This is an excellent opportunity to build the WorkOne Centers and WorkOne Express offices in this region into dynamic labor exchange centers. We believe we can improve both the responsiveness of WIA, Wagner-Peyser, and other services and their quality. Rather than walking into a WorkOne only to encounter long lines and long waits, we can build a service delivery system where both speed and quality matter and are measured. We can build a WorkOne system where wait times are tracked and we strive to make ongoing meaningful decreases in them. We believe that we can turn the WorkOne Centers and Express offices into dynamic demand driven centers focused on value added services to meet the needs of local and regional employers. This will, however, require a different set of not only services, but the skills of staff in the delivery of the services of the future.

We intend to set a standard for wait times. No one entering a WorkOne Center or WorkOne Express for the first time should ever have to wait more than 10 minutes before being assisted. We intend to improve our workflow to accomplish this. We intend to engage in functional analysis and begin aligning staff accordingly. “Program” focus will diminish and be replaced by



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services that are customer focused rather than process focused or program focused. This will apply to both our job seeker customers and employers.

We intend to develop a robust set of services and workshops, and the skills of staff to deliver them, that will assist customers in understanding the jobs that are in demand in the region and the skills and education required to get those jobs. Staff will proactively “work” the new job matching system to assist employers and job seekers alike in value added services to assist in the virtual labor exchange system of the future. Job seeker clubs will be held and staffed on an ongoing basis to assist customers in their job seeking efforts. Each WorkOne office will develop a resource guide for locations of computers and Internet access and computer literacy services to empower customers to file their own unemployment insurance claim and learn how to conduct an on-line job search.

We intend to dramatically increase the number of Job Fairs held in the region including short job fairs for single employers. We plan to make the WorkOne offices more dynamic employer-friendly centers with employers constantly on-site for applications, interviews, recruiting, testing, and screening. As appropriate to reach the intended customers, the services of the WorkOne will be taken on site, whether that means to the secondary, postsecondary, vocational or place of employment. Services will include the promotion and implementation of services of the RWB and State, including WorkEthic Certification, Career Awareness, Career Advancement Accounts, WorkKeys, Job Profiling, Job Training, etc. We plan to continue our investment in technology and to actively encourage area employers to begin using our lab resources for training new and existing staff as well as the general public to use the labs for job search, unemployment benefits filing, and skills remediation.

We intend to make all WorkOne Centers and WorkOne Express offices places where everyone gets served, served well, and served quickly. In addition it will be understood that WorkOne is more than about place, but services regardless of location. The nature of the services our customers receive will be based on their needs. In addition, we plan to continue our pursuit to bring other community partners and resources into our offices or our services into their offices – whatever makes sense for the customers we serve.

- **Has a strategy been developed to identify strategic partners for collocation and collaboration in the WorkOne? If so, describe the strategy.**

The Regional Workforce Board has and will continue to identify strategic partners at the service level and strategically at the regional level. Our strategy is not only to continue to bring other area resources into the WorkOne Center and WorkOne Express offices, but to identify the strategic alliances and partnerships at the regional level to work on the goals for job and population loss strategies. New partners will continue to be sought which can either bring new services into the WorkOne Center and WorkOne Express offices or add value to the existing services. In addition, we are also continually seeking new community partnerships. Economic



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Growth Region 6 recognizes the need to collaborate with other resources as we build a system to meet the needs of the region. We are particularly excited about the possibility of tapping into private sector resources and building private sector partnerships. Although we do not yet know what may come from that or what it might look like, we are asking the questions and that is how new ideas are formed.

Many WIA mandatory partners are using the WorkOne Centers and Express sites as a springboard to reach more customers that would have slipped through the cracks without the partnership and collocation of services. This strategy is a continuous improvement concept as resources are developed in each county being served and the collaboration ties are developed.

The Regional Workforce Board is in the process of integrating economic development functions aligned at the regional level by working currently with the Eastern Indiana Development District, East Central Indiana Development Council and Energize ECI. The goal is to align the IEDC region consistent with the EGR 6 boundaries. Offers have been made to house IEDC representatives in WorkOne Centers and/or the Engagement Center – the location of the Regional Operator office. Current efforts are to consolidate and expand the services of SBDC throughout the region in partnership with ITCC.

▪ Who are those partners?

New partnerships and collaborations will be pursued and existing ones strengthened with middle school, secondary, and post-secondary education. We will seek to promote collaboration and new partnerships between economic development and governmental entities within the region's nine counties. Regional collaborations and partnerships will be pursued with:

- Elected Officials at the local and state levels
- Local, Regional, State and Federal Economic Development Organizations and Agencies
- Local and State Chambers of Commerce
- Education Partners
- State and federal decision makers
- Key employers/business and employer/business associations such as IMA
- Labor
- Foundations
- Investors and Venture Capitalists
- SBDC
- State Agencies such as DWD, IEDA, ISDA, DOE and SBVTE
- Outside Marketing Resources



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Each county varies based on needs and viable partners. The main players in all counties include: Literacy and Adult Education, DWD, Vocational Rehabilitation, Ivy Tech, and senior aid partners. The Division of Family Resources plays an important part throughout the region. Local chambers of commerce network with the WorkOne system along with local economic development organizations, foundations, literacy groups, and many local community action and civic groups coordinate services and use the WorkOne facilities. Other partners located in some of the offices include DOL wage & hour, Veterans Upward Bound, South Eastern Indiana Continuing Ed Coalition, John Jay Center for Learning, Muncie Community Schools Adult Education, Muncie Area Career Center, Whitewater Technical Career Center, etc.

- **What is the service integration strategy for increasing the integration of all WorkOne services within the restrictions that are set forth by federal and state law/policy?**

We plan to achieve staff integration through functional analysis and alignment. In the past, many people throughout the state talked about cross-training as a real key to begin integration. In the end, however, all that really resulted was that somebody from Wagner-Peyser learned a little bit about WIA services so they could refer someone over to WIA or someone from WIA learned a little about vocational rehabilitation or TAA so they could refer a client over “to them.”

We intend to shatter that concept of cross training and do real cross training that will achieve integration. Learning about the “programs” of others will be replaced with functional learning in which staff learn how to do common functional tasks rather than learn about other programs. To accommodate this, management teams will also begin thinking and acting in new ways. Program analysis will be accompanied by functional analysis, process review, and dynamic process improvement.

This new alignment of service will be supported by the ability for cross charging to funding based upon the service provided rather than who the staff is employed by. This will require the development of a system for management of Wagner-Peyser, DVOP, LVER, Unemployment Services, Reed Act, TAA and other funding at the local level, along with the traditionally allocated funding, in order to manage the funding on a real time basis.

- **How does this include the use of systems such as TrackOne and other tools that enhance the ability to integrate service delivery?**

TrackOne is a common customer focused database, case management system, and reporting tool that will help the system track all services, regardless of funding source. This will certainly move integration forward because the data in TrackOne is fully integrated and staff from the various services within the WorkOne Centers and WorkOne Express offices will share this database as they serve mutual customers. In short, TrackOne has eliminated proprietary databases that managed “program” information and, in their place, installed a common database, which is customer focused, that all staff will share. In practical terms, this means that for each



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job seeker customer there will be one set of case notes, one assessment profile, one individual employment plan, and one service record reflecting everything that occurred with that customer while they received WorkOne services. TrackOne will most certainly be a valuable tool in driving the integration of WorkOne services, for no other reason than it is built completely on this premise that all data and information is shared.

The concept of a virtual WorkOne will be explored for Region 6. With technology and the enhanced communications systems that are available, there are many customers who can access WorkOne services through a virtual portal. This kind of system would also help to drive WorkOne service integration as these services will have to be jointly managed and delivered through this virtual system. Properly conceived, we believe that the virtual WorkOne would focus on job search, job placement and even skill remediation activities.

- **How is the RWB integrating the Strategic Skills Initiative (SSI) into WIA service delivery and operations? How will the RWB continue the SSI without the additional SSI funding?**

Economic Growth Region 6's Strategic Skills Initiative currently is integrated in the Business Services Team and will be integrated into the Customer Solutions Team of service delivery.

The philosophy we have adopted with the Strategic Skills Initiative is to treat the money like start-up capital. Therefore, the Strategic Skills Initiative funding was seed money for the development of sustainable programs and strategies. If our Strategic Skills Initiatives are successful we will have made institutional changes in our secondary and post secondary educational systems with entrepreneurship training being widely available and delivered at the high school and post secondary levels. We will have begun to grow businesses, jobs and capital by putting into place services to support entrepreneurship. We will have developed relationships with local, state and federal economic development agencies and organizations that see the value and will step forward to assist in sustaining those activities which have benefited the region. We will have begun to see diversification in the industry that makes up the region with grow specifically in the agri-business and life sciences sectors.

- **What strategies are being developed to support the three Pro Talent objectives described in “Accelerating Growth - Indiana’s Strategic Economic Development Plan?”**

Pro Talent Objective 1 - Existing workforce: Increase Hoosiers’ skill attainment to globally competitive levels by creating the opportunity for each Hoosier worker to move at least one step up the talent scale, ranging from basic literacy to strategic skills, through demand-driven mechanisms.



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Economic Growth Region 6 will engage in the following strategies:

- We will form new partnerships and strengthen the existing partnerships between Workforce Development, Economic Development, and area educational institutions. This will be important with secondary schools and particularly important with post-secondary institutions such as Ivy Tech, Ball State University, and IU East. These partnerships will begin to identify how they can align their resources strategically to achieve the strategic plan goals for the region and/or adjust their strategy and goals.
- The Business Services Team will have a strategy for the engagement of priority employers aimed at the upgrade of their workforce either through employer based training (Skill Enhancement Training or TAG) or worker based training (Career Advancement Accounts).
- We will have relationships in place with secondary and vocational schools to conduct WorkKeys assessments with high school seniors and use that as a counseling tool for skill remediation activities based upon career or job ambitions.
- We will build effective relationships between our Adult Education providers and web enabled remediation software to increase the skills of job seekers using WorkKeys assessments as the measuring tool.
- We will work to build new and efficient connections between occupational training and education and occupations that are in current high demand or in emerging demand sectors in the region.
- It will be critical for Economic Development to play a full role in this partnership and to attract emerging industries to locate or expand in the region. A workforce with globally competitive skills will not stay here if there are no opportunities to use those skills.
- We will seek multiple avenues of funding sources to provide training for incumbent workers
- We will create a directory of occupational training and certifications that are currently available by specific occupational areas and as gaps are identified will begin a dialog between employer and educator as to need and best way to deliver.
- We will develop programs to assure that all existing workers are computer literate and know how to navigate the Internet for UI benefits and Job Search.

Pro Talent Objective 2 - Emerging workforce: Build effective pathways for young Hoosiers to prepare our emerging workforce for success in the 21st century economy through education and training aligned with industry-demanded skills and competencies.

Economic Growth Region 6 will:

- Promote internships and paid and unpaid work experiences that allow youth and adults to gain experience in areas of demand occupations and increase competencies
- Promote WorkKeys testing and a formal approach to sharing the results and what those results mean.



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- Offer career guidance and planning to middle school students and assist with the creation of future plans for all high school students.
- Work with area educational institutions to help identify and build training programs that result in high-skill high-wage jobs and attract high-skill high-wage industries.
- Use Strategic Skills Initiative funds to further align Ivy Tech Community College to meet employer demand in key industries and occupations.
- Hold events designed to bring economic development issues into the educational realm.
- Develop programs at the high school and post high school level that promote entrepreneurship as a career option.
- Will promote the WorkEthic Certification Project and other efforts that promote job shadowing and employer expectations related to attendance, attitude, community service, and other soft skills requirements of employers.

Pro Talent Objective 3 - Engaged workforce: Help Hoosier communities and employers attract, engage and retain globally competitive talent from all sources, national and international.

Key to this objective is opportunity. Talent is attracted by opportunity. Therefore, Economic Growth Region 6 will work with economic development, education, and other partners to ensure that existing opportunities are retained and that new ones are created. Consistent with Accelerating Growth - Indiana's Strategic Economic Development Plan, we will work to ensure that no employer considering this region will decide not to invest here due to the lack of a skilled workforce. Toward this end, Economic Growth Region 6 will:

- Engage in strategic planning alignments in Eastern Indiana.
 - Work to bridge the gap between education, training, and market realities.
 - Use Strategic Skills Initiative research to target industries and occupations.
 - Work with area educational institutions to help identify and build training programs that result in high-skill, high-wage jobs and attract high-skill, high-wage industries. In partnership with economic development and our education system, we will work deliver a sound message to any employer considering the region. If the workforce you need doesn't exist here now, this region can build the workforce you need and build it quickly.
 - Achieve designation of the region as an Economic Development District by the Economic Development Administration.
 - Connect Employers with consultants who can help increase productivity and maintain competitive edge
- **What is the RWB's continuous improvement strategy?**

The Eastern Indiana Regional Workforce Board has made a commitment to expand its focus on quality. As a result, Region 6 is moving to a quality-based, continuous improvement model. This model includes elements of the Malcolm Baldrige National Quality Award Program and other quality improvement initiatives. It incorporates a process designed to deliver clear, concrete and



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efficient feedback and improvement. Region 6 is working to create a process that builds an evolving culture of continuous improvement.

At the heart of our continuous improvement strategy are several tenets:

- We cannot stand still. If we aren't getting better, we are getting worse.
- We must have two strategies operating at once. We must work to improve what the region is doing now or The Present and we must work to develop the region's Tomorrow.
- We plan to improve the present by becoming faster, more flexible, more streamlined, and more flexible.
- We plan to foster an environment in which workers throughout the region measure what they are doing against how it achieves the goals of the region.
- We will work to create a vision for the future, how we are going to get there, and the shortest path.
- We plan to involve everyone in the region's employment and training system in improving the present or developing the tomorrow. By allowing people to choose which initiative they want to be involved in, we believe we can create a partnership and overcome resistance to change.

Toward these ends, a number of quality improvement techniques will be used including situation analysis, assumption lists, scenario planning, creative thinking, scanning, and other tools.

Continuous improvement means continuous change and change must be managed or the system will become fragmented and splinter into multiple directions. One of our key strategies will be to involve system partners and staff in our efforts from receptionists to managers. By doing so, continuous improvement will be achieved with everyone rather than done to everyone. By involving everyone, we will capture more ideas and more energy.

Simplified, our continuous improvement strategy can be summed up in one word – Alignment. Five basic concepts we will use to evaluate if alignment is being achieved is through the review of:

- Vision
- Mission
- Goals
- Objectives
- Actions Plans



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- **How is continuous improvement being used to address quality staffing, service delivery integration and improved performance?**

The continuous improvement process of Region 6 will address improvements in staffing, service delivery, and performance through a number of means.

Assessment

We will be assessing our region's staff and service delivery for:

- Strengths
- Threats
- Ambitions
- Services
- Weaknesses
- Opportunities
- Clientele
- Clientele needs
- Service delivery processes
- Regional trends
- Economic trends
- Inaccurate assumptions

Preparation

Our vision cannot be achieved unless our staff and services are aligned with it. An improved service delivery system cannot be achieved without improved processes and improvements in staffing. Therefore, we will be investing in the hard skills and soft skills of the staff who deliver employment and training services. Training will be an ongoing initiative. System analysis will be an ongoing initiative.

Delivery

Performance will be the yardstick by which we measure the success of those initiatives.

WorkOne Marketing

- **How is the RWB promoting the WorkOne system?**

As was referenced in the marketing training by DWD a brand is...

- Everything every employee says and does every day.
- Your identity; the essence of your company.
- Your company's behavior and performance.

Region 6 believes in this philosophy and therefore everything that we do is marketing and a reflection of the WorkOne system. We believe that all partners in WorkOne should be promoting the WorkOne system.

The Regional Workforce Board, because it is at the broadest level, will provide the funding and development of the marketing materials with the input of the Marketing Task Force, partnership



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agencies and contractors. The Regional Workforce Board will use many different media in promotion of the WorkOne System with continuous evaluation for the best return on investment.

Branding – The Regional Workforce Board is promoting the identity of the WorkOne system by making sure that “WorkOne” is seen at all area WorkOne Centers and WorkOne Express offices. All signs promote “WorkOne.” All marketing materials promote “WorkOne.” Phones are answered using “WorkOne.” Contractors and partnership agencies use that brand name as well.

Publications – The Regional Workforce Board is also taking full advantage of publications such as the Inside Indiana Business Report, local newspapers, newsletters, and so forth to promote the “WorkOne” system.

General Media – Strategic Skills Initiative announcements have been, and will continue to be, covered in all major newspapers in Region 6. Strategic Skills Initiative projects have received coverage. We plan to continue our relationships with area media and will work to garner continuous marketing through ongoing press releases and articles.

The Regional Operator writes a Dear Dr. WorkOne newspaper article that is published in newspapers throughout the region. The article is written on topics that are work related issues from trying to find a job to proper etiquette in the workplace.

Television – Unfortunately, Region 6 doesn’t have television stations with statewide coverage of affiliations with major commercial networks. However, there are many public access opportunities and opportunities exist through Ball State University’s programming its relationship to PBS. To the extent possible, we will make sure to keep these resources informed of our initiatives and events and we will take advantage of any opportunities they present to promote the WorkOne system.

- **What marketing strategy exists, not only to promote the WorkOne system, but also to increase communication between all parties including elected officials, RWB members, partners, employers, and the public?**

Marketing occurs with every communication sent to staff, partners, elected officials, RWB, employers and the public. First and foremost the region has a plan to assure the marketing is consistent and quality. The foundation of the marketing is the promotion of the Regional Workforce Board and WorkOne on all formal marketing materials so an understanding of the relationship is developed.

All WorkOne partnership agencies are moving toward the usage of a common WorkOne business card. WorkOne partnership agencies are requested to acknowledge, if using their own letterhead for any reason, that they are a WorkOne Partnership Agency. This same theme will extend to letterhead communicating WorkOne business. Presentations and materials will use the



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WorkOne shell sheets (employer and job seeker), WorkOne folders and WorkOne Power Point template.

The RWB has a Marketing Task Force in place that has been trained on the Department of Workforce Development's philosophy, marketing plan and branding plan. The Task Force is examining all marketing materials in place and making recommendations on those that need to be in place. Every presentation and promotion will be done under the WorkOne branding with a tie to the Eastern Indiana Regional Workforce Board, or if a promotion by the Board or one of its partnership agencies, with a tie back to the WorkOne system. The Regional Workforce Board will continue to review all marketing and promotional materials to assure that the principles are adhered to by partnership agencies, contractors and their staff. The Task Force has developed the initial shell sheets being used for Employer Services and Job Seeker and Youth Services.

The Regional Workforce Board has approved a multi-year \$150,000 marketing plan and budget which will support the development and implementation of the marketing program, including SSI specific initiatives. To the extent possible, marketing of WorkOne will be tied to specific products, events, services rather than general marketing. Eastern Indiana Regional Workforce Board WorkOne calendars have been produced and distributed to area employers and partnership agencies to promote WorkOne and to keep the phone numbers of the WorkOne offices easily accessible for those needing to contact the offices for services 365 days per year. Marketing will also be achieved through the region's website which is currently under construction.

- **How is the RWB's website used to promote the WorkOne system and increased communication?**

The region is in the process of a website build which will make huge advances in the quantity and quality of information provided via the Internet. The website will serve both the Regional Workforce Board, WorkOne staff and partners, as well as, the WorkOne system customers. The marketing philosophy will carry through in the website build which will link WorkOne with Regional Workforce Board, in fact, the focus will be WorkOne. The URL which will be used for the updated website will be <http://www.work-one.org/>.

This website, when the build is finalized, will serve the purposes of the regional economic development initiatives of the region in its attraction and location/expansion efforts. It will include links to appropriate websites including the websites of the local, state and regional economic development websites.



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SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis

▪ What are the EGR strengths, weaknesses, opportunities and threats?

Strengths - Economic Growth Region 6 has a number of strengths. Among the most outstanding are:

- There is a strong consensus among public, private and non-profit leadership that the region needs to align public resources to promote economic development. This strategy includes workforce development consistent with goals recognized by the Indiana Economic Development Administration.
- Region 6 is fortunate to have excellent education resources available including Ball State University, Ivy Tech Community College (Muncie & Richmond), New Castle Area Vocational School, Muncie Area Career Center, Whitewater Technical Career Center, Indiana University East, Indiana University-Purdue University at Richmond, Danielson Learning Center, John Jay Center for Learning, and others.
- The region has excellent farmland and an excellent agri-business infrastructure.
- Though declining, the area still has a significant manufacturing base.
- A significant number of companies have chosen to locate throughout the region during the last decade.
- There is a strengthening partnership between economic development, education, workforce development, and area government.

Weaknesses – In addition to its strengths, like every region in the state, Economic Growth Region 6 also has a number of weaknesses. Among the prominent ones are:

- The region has heavy reliance on auto and other manufacturing for high-wage jobs.
- Region 6 may not be able to change its infrastructure for the jobs of tomorrow before the jobs of today disappear.
- The lack of high-skill, high-wage jobs in the region has caused the region to lose many higher skilled workers. This, in turn, can adversely impact the region's ability to attract the high-wage, high-skill industries and jobs of tomorrow.
- The region has a significant need to replace "silo thinking" with system thinking in which we develop bridge the needs of individual institutions to achieve collective regional goals.
- The connection between the region's K-12 education system and changing economic-industrial environment needs to be strengthened substantially.
- The region needs to develop strategies to overcome the perception that its adult workforce is unwilling to recognize global changes and is resistant to the ongoing upgrade of skills.
- The region needs to overcome the jobs-skills dichotomy. This is the classic "chicken and egg" problem in which new high-skill, high-wage employers are not drawn to an area lacking a skilled workforce and high skills are developed without the presence of jobs where they will be rewarded. This poses a real challenge for both economic development and workforce development.



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Opportunities - Economic Growth Region 6 has a number of opportunities. Included among the most notable are:

- The region may be seeing an extraordinary logistics development opportunities emerging from trucking companies located near the I-69 Corridor to distribution and manufacturing facilities along I-70.
- Leadership changes at Ivy Tech Community College and new employer engagement strategies make significant inroads in aligning area education with business needs.
- Additional opportunities should result from growing Region 6 marketing and economic development initiatives.
- Another opportunity actually results from the region's economic adversity. The availability of a ready workforce in the region could help attract new companies to the area.

Threats - Economic Growth Region 6 has a number of threats including:

- A national economic downturn could have a devastating impact on this already depressed region.
- As seen in regions throughout the nation, tribalism within existing political/organizational boundaries could threaten unified regional efforts and initiatives.
- There is an apparent lack of interest by the emerging workforce in manufacturing, distribution, and agri-business. Unaltered, this mindset could impair the ability of those industries to attract the workers they need for new growth and the ongoing replacement workers needed to sustain existing productivity.

▪ **How will the RWB use the strengths and opportunities to the advantage of the WorkOne system?**

Economic Growth Region 6 will take maximum advantage of the area's strength and opportunities by a number of means. As examples:

- We will be an active partner with the Eastern Indiana Development District, East Central Indiana Development Council, Energize ECI, IEDA, area educational institutions, and other community resources. We currently share staff resources with the Eastern Indiana Development District, have offices located in the Engagement Center and we encourage area organizations to join in our economic growth partnership.
- When we train workers, we will work to ensure that all training is in demand occupations and that the training will help meet the needs of new and existing employers. This commitment has already been demonstrated with strong training expenditures in CDL, health, and other in demand occupations.
- We will work closely with area employers to help meet their worker needs. As in recent years, our efforts will include promotion of employer based training services or services that will seek to build the skills of their workforce such as Training Assistance Grants (TAG), Skill Enhancement Grants (SEG), Career Advancement Accounts (CAA), Job Profiles,



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WorkKeys assessments and remediation, job fairs and assistance with applications, screening, and training for employers.

- We will continue to train and supply workers needed for the area's machine tooling industries. In addition, we will focus Strategic Skills Initiative funding on reengineering of manufacturing and ensuring that this region's manufacturers have a workforce.
 - We will support joint economic development initiatives in the region. Regional public, private and non-profit leadership agree on need to align public resources to promote economic development. Shared strategic plans between core regional agencies makes alignment of goals easier to achieve.
 - We will work with Ivy Tech Community College, Ball State University Center for Organizational Resources, and other educational institutions to help identify employer training needs and to help develop long-term and short-term training programs to meet those needs as quickly and efficiently as possible.
 - We will work to develop programs that produce workers with the basic employment skills including reading, math, communication, soft skills, team skills, and computer literacy skills.
 - We will develop new employer engagement strategies.
 - Through our close ongoing relationship with area educational resources, we will continue our efforts to help align education with business needs.
- **How will the RWB address the weaknesses and threats in order to minimize any adverse affect on the WorkOne system?**

Weaknesses/Threats – Our plans to address the weaknesses and threats to Economic Growth Region 6 include:

- Targeted workforce investments toward those auto related industries and other manufacturers looking to retool themselves to serve more stable industries.
- We will support the Eastern Indiana Development District initiatives to help reduce the loss of high skill workers to other regions.
- Through the Strategic Skills Initiative, we plan to bring together and engage LEOs, LEDOs, Chamber officials, school officials, foundation officials, business leaders and non-profit leaders in small groups to gather a shared understanding of the challenges facing our region.
- We, in partnership with other organizations, will hold a Business-Education Summit to help address disparity between much of K-12 education and the needs of the region.
- We plan to revamp our region's WorkOne system, use Strategic Skills Initiative, and other opportunities help our workforce recognize global changes and upgrade skills.
- The Strategic Skills Initiative in combination with the new regional marketing initiatives of the region will be used to help build the skills in the incumbent population and will serve as the crosswalk for overcoming the jobs-skills dichotomy. By supporting programming for a cross-trained workforce and through programming that accelerates industry retooling, we hope to ameliorate the regional impact should a national economic downturn occur.



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- We, and other partners, will work to cultivate strong levels of cohesion among political bodies.

Grant Opportunities

- **What grants or types of grants does the RWB plans to pursue? Include descriptions of the services available under the grants and how the grants fit into the RWB's strategic plans.**

Economic Growth Region 6 intends to actively pursue grant opportunities that bring additional resources into the region. Unfortunately due to the continued job loss of the region (Visteon and Borg-Warner during the timeframe of the writing of this plan) we will pursue additional employment and training funding to serve the needs of the workers who are dislocated. We will also seek grants that expand the services offered by, or in conjunction with, the WorkOne and/or grants that may help expand or enhance the region's economic development, education, and training infrastructure. We will pursue grants that support our development of jobs and in support of our entrepreneurship initiative. These may include, but not be limited to:

- Tier 1 and Tier 2 Dislocated Worker supplemental funding
- Career Advancement Account Funding (A pilot of \$300,000 has been received, however if successful in implementation, additional funding is expected to be needed to serve workers not determined eligible for TAA)
- Strategic Skills Initiative – Advanced Manufacturing Competitive Funding to assist in the development of workers for Honda and retention of the remaining Advanced Manufacturers in the Region.
- WIRED funding to assist in stabilizing and reversal of the job loss trend of the region through a multi organization and multi faceted approach.
- Grants targeted toward middle and high school students in development of career plans and career awareness of jobs requiring less than a four year college education.
- Grants that will allow the region to better map out the diversification of its future industry and the steps required to prepare the region for those jobs (education, infrastructure, workforce, government, utilities, etc.)
- Demonstration Projects for Enhancing Youth Connections
- Demonstration Projects for Local Education Agencies and Local Investment Boards
- Grants to improve accessibility and access for the disabled
- Grants for establishing, promoting and/or expanding Health Care Training Programs
- Grants for establishing, promoting and/or expanding Entrepreneurship Training Programs
- Grants for establishing, promoting and/or expanding Information Technology Programs
- Grants for establishing, promoting and/or expanding Agri-business Programs
- Grants that will enable us to build pathways for secondary students into high demand occupations including: Health Care, Entrepreneurship, Agri-business, and Advanced Manufacturing



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- Grants for building and/or expanding language and training programs for immigrants
 - Grants for establishing and/or expanding telecommunication, teleconferencing capacities, and linkage between the region's Workforce Development, Economic Development, and Governmental entities
 - Grants for serving targeted sectors such as veterans, maturing workforce, and youth.
 - Grants for High-Tech Skills Training, Registered Apprenticeship, School-to-Work and Tax Credit Programs
- **What strategies are in place to promote grant opportunities to employers? Please specify any specific grant opportunities that are being promoted to employers.**

Region 6 has developed an integrated Business Services Team who works closely with local, regional and state economic development officials, as well as, Dept of Workforce Development in the promotion and delivery of employer based services. We will continue to explore opportunities to seek, or assist employers in seeking, grants that provide technical and financial assistance to private employers in the community to assist them in creating employment and business opportunities for area job seekers. As part of our overall regional strategy, we will focus on projects with one of four program strategies: self-employment/ micro-enterprise, new business ventures, business expansion and technology advancement. The following list includes specific opportunities and others that have potential:

- | | |
|---|---|
| ▪ DOL Wired Grant | ▪ State Gov't. Grant Funding Programs |
| ▪ DWD SSI Incentive Funding | ▪ Venture Capital Resource Grants for Women |
| ▪ Federal Economic Development Adm. | ▪ Education Grant Resources |
| ▪ Grants for Minorities | ▪ Scholarships |
| ▪ Business Development | ▪ Research and Training Grant programs |
| ▪ Expansion Grants | ▪ Health Care Grant Programs |
| ▪ Small Business Association | ▪ Corporate Foundation Grants |
| ▪ Business Counseling Services | ▪ Private Foundation Grants |
| ▪ Women's Business Ownership Assistance | |



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Section 2 – Labor Market Information and Demographics

Much of the information for this section of the local plan should be available based on the Strategic Skills Initiative. The Labor Market Information and Demographics should present a vivid picture of the area's workforce and workforce needs. It should be the basis for both the strategic and operational plans.

Workforce Statistics

- **What does the current workforce look like statistically? This should include data on both the workforce and the job seekers.**

Table 3

Occupational Areas That Account For Over 80% Of The Employment In Region 6		
Occupational Code	Occupational Title	Percent of Region's Employment
51-0000	Production Occupations	15.51%
43-0000	Office and Administrative Support Occupations	14.66%
41-0000	Sales and Related Occupations	9.93%
35-0000	Food Preparation and Serving-Related Occupations	9.60%
53-0000	Transportation and Material Moving Occupations	8.22%
25-0000	Education, Training, and Library Occupations	7.74%
29-0000	Healthcare Practitioners and Technical Occupations	5.76%
49-0000	Installation, Maintenance, and Repair Occupations	4.39%
47-0000	Construction and Extraction Occupations	3.81%
11-0000	Management Occupations	3.56%
	Percent total all occupations	83.17%

Source: Indiana OES Employment & Wage Survey, 2005



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Table 4

Top 20 Occupations Employing The Most People In Region 6	
41-2011	Cashiers
41-2031	Retail Salespersons
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food
51-2092	Team Assemblers
53-3032	Truck Drivers, Heavy and Tractor-Trailer
29-1111	Registered Nurses
35-3031	Waiters and Waitresses
53-7062	Laborers and Freight, Stock, and Material Movers, Hand
43-3031	Bookkeeping, Accounting, and Auditing Clerks
31-1012	Nursing Aides, Orderlies, and Attendants
43-9061	Office Clerks, General
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners
43-5081	Stock Clerks and Order Fillers
49-9042	Maintenance and Repair Workers, General
25-2021	Elementary School Teachers, Except Special Education
25-9041	Teacher Assistants
43-6014	Secretaries, Except Legal, Medical, and Executive
25-2031	Secondary School Teachers, Except Special and Vocational Education
43-4051	Customer Service Representatives
51-1011	First-Line Supervisors/Managers of Production and Operating Workers

Source: Indiana OES Employment & Wage Survey, 2005



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Table 5

Region 6 Unemployment Statistics for 1994 to 2004					
	LABOR FORCE	EMPLOYED	UNEMPLOYED	Region 6 RATE	Indiana RATE
1994	186,150	174,940	11,210	6.0	4.5
1995	188,650	178,330	10,320	5.5	4.3
1996	185,280	176,460	8,820	4.8	3.9
1997	183,590	175,920	7,670	4.2	3.3
1998	181,220	173,800	7,420	4.1	2.9
1999	178,860	172,330	6,530	3.7	2.9
2000	175,520	169,470	6,050	3.4	2.9
2001	175,360	166,560	8,800	5.0	4.2
2002	173,300	162,920	10,380	6.0	5.2
2003	172,170	161,000	11,170	6.5	5.3
2004	168,620	157,740	10,880	6.5	5.2

Source: Indiana Department of Workforce Development, Research & Analysis, Local Area Unemployment Statistics

- **What are the workforce needs for the area's employers (current and future)?**

Region 6's Top 10 Occupations by Growth 2002 - 2012 Long-Term Projections

- 1 Registered Nurses
- 2 Medical Assistants
- 3 Combined Food Preparation and Serving Workers, Including Fast Food
- 4 Home Health Aides
- 5 Truck Drivers, Heavy and Tractor-Trailer
- 6 Waiters and Waitresses
- 7 Nursing Aides, Orderlies, and Attendants
- 8 Social and Human Service Assistants
- 9 Retail Salespersons
- 10 Receptionists and Information Clerks

Source: U.S. Bureau of Labor Statistics and Indiana Department of Workforce Development

- **How are those employer needs for skilled employees going to be met? Include strategies for upgrading current worker skills and for finding and preparing new workers.**

Critical to meeting employer needs for skilled employees is building new bridges between Education, Economic Development, and Workforce Development. It is imperative that a



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significant amount of the region's educational resources be devoted to the creation of educated, skilled workers. As discussed earlier, a key strategy will be to hold a Business-Education Summit and to make communication between Business and Education a dynamic ongoing process. In addition, other strategies include:

- Educational Subcommittee of the Regional Workforce Board meeting quarterly to provide a forum for two way communication on educational related issues, opportunities, and best practices.
- Work with secondary schools to build career awareness of and pathways for youth to successfully compete for high demand jobs.
- Implementation of a Career Advancement Account Pilot aimed at the development of the skills and education of incumbent workers.
- Marketing of fundable training opportunities to employers by the Business Services Division through Training Assistance Grant (TAG), Skill Enhancement Grant (SEG), and Career Advancement Accounts (CAA), etc.
- Marketing and completion of WorkKey Job Profiles with as many employers as possible, whether as destination employer or feeder employer to assist in quantifying the skills required of Region 6 employers.
- Sharing WorkKey Skill area and level profiles with youth, job seekers and educators for workforce preparation strategies.
- Assessment of every high school senior and WorkOne customer, assessment capacity permitting, with WorkKeys in Applied Math, Reading for Information and Locating Information to assist in counseling, remediation and career awareness as it relates to skill requirements of occupations of interest.
- Make available and train staff on the use of WorkKeys remediation systems to assist in the development of worker skills.
- Extensive marketing of Career Advancement Accounts to incumbent workers to assist in the development of worker skills and education in occupations in demand for the region.
- Conference track for educators at the Strategic Skills Initiative (SSI) Agri-Business Conference to increase awareness of Agriculture related careers, capacity and educational needs.
- Work with post-secondary schools to identify high demand occupations and help develop short-term training courses to meet their needs.
- Support the Project Lead the Way initiatives to assist in development of the skills required in math and science.
- Promotion of WorkEthic program with implementation of program in 25% of the area high schools by end of PY06 and 50% by the end of PY07 to help meet the worker skill demands of Economic Growth Region 6 employers.



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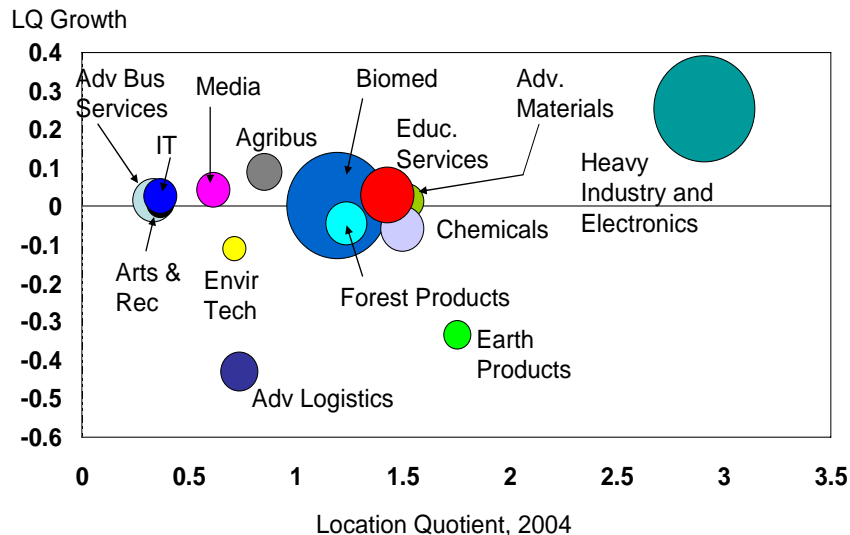
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■ What are the EGR's current and projected employment opportunities?

Several factors were considered when choosing the key industries for the Eastern Indiana Economic Growth Region 6. Factors taken into consideration included the 2004 employment share, the percent difference between the region's average annual pay and the industry's average annual pay, the job growth from 1994-2004, the 2004 Location Quotient (Figure 4), the LQ growth from 1994-2004, and the 2004 shift share for all twenty major industries. Normally industries with low employment shares, wages lower than the average annual pay, and a negative job growth would be set aside as key industries. The difficulty in this empirical analysis approach to determining the key industries is that Region 6 has lost nearly 28,000 jobs along with market share in the past decade. This calculation considers actual job loss and failure of the region's employment levels to grow at the national average.

Figure 4: Location Quotient for Region 6





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Following a purely empirical approach to the analysis of key industries, Table 6 represents the information on the twenty major industries used in making the determinations of key industries.

Table 6
Data on Identified Key Industries in Region 6

Industry (NAICS)	2004 EGR 6 Employment Share	% Diff. from Avg. Annual Pay	EGR 6 Job Growth	EGR 6 LQ	EGR 6 LQ Growth	EGR 6 Shift Share
Agriculture (11)	0.40 %	-33.26%	-16.97%	0.58	0.02	-182
Mining (21)	NA	NA	NA	NA	NA	NA
Utilities (22)	NA	NA	NA	NA	NA	NA
Construction (23)	3.70%	2.83%	1.19%	0.67	-0.06	-1785
Manufacturing (31-33)	22.65%	43.53%	-20.45%	2.05	0.33	-1625
Wholesale Trade (42)	2.69%	17.35%	-17.23%	0.62	-0.05	-1255
Retail Trade (44-45)	12.83%	-37.57%	-5.16%	1.10	0.07	-2940
Transportation & Warehousing (48-49)	2.82%	13.93%	-52.10%	0.71	-0.61	-4847
Information (51)	1.38%	-12.75%	-18.89%	0.55	-0.05	-660
Finance & Insurance (52)	2.81%	10.26%	-2.70%	0.62	0.03	-706
Real Estate (53)	0.92%	-15.69%	-15.54%	0.56	-0.05	-456
Prof, Scientific, & Tech (54)	2.05%	5.08%	7.43%	0.38	0.01	-588
Management (55)	0.78%	64.13%	3.51%	0.59	0.08	-84
Administrative (56)	2.99%	-33.79%	-24.37%	0.49	-0.23	-3387
Educational Services (61)	10.87%	7.73%	5.55%	1.23	0.06	-2724
Health Care Services (62)	15.72%	4.17%	14.75%	1.29	0.18	-1660
Arts & Entertainment (71)	0.81%	-58.21%	13.99%	0.47	0.04	-195
Accommodation & Food (72)	8.26%	-65.66%	-2.50%	1.00	-0.01	-3004
Other Services (81)	2.81%	-40.74%	-18.16%	0.84	-0.12	-1569
Public Administration (92)	4.88%	-5.65%	9.14%	0.89	0.19	-53



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The industries with low employment shares, wages lower than the average annual pay, and a negative job growth included Agriculture, Information, Real Estate, Administrative, and Other Services, and were initially eliminated as potential key industries. A lack of data for the Utilities and Mining industries led to elimination of these two industries as well.

Of the remaining industries those that offered pay that was significantly lower than the region's average annual pay were eliminated which included Retail Trade, Arts and Entertainment, Public Administration, and Accommodation and Food.

Due to high employment shares, above average wages, and job growth, Health Care Services and Educational Services were considered as key industries for the region. However, in further analysis it determined that while Educational Services was potentially a key industry, the demand was at the post secondary level which likely would be recruited from a national rather than a regional market, and, therefore, it was eliminated. **Health Care Services** was identified as one of the key industries.

Other remaining industries included Construction, Finance and Insurance, Wholesale Trade, Transportation and Warehousing, Professional, Scientific, and Technical Services, and Management. These industries have a relatively small employment share and represent a LQ of less than one, meaning they do not have a large employment presence in Eastern Indiana, and were eliminated.

The only remaining industry was Manufacturing which represented the largest employment share for the region at 22.65%. In addition the average annual wage for manufacturing exceeds the average annual pay of \$30,127 for the region by over 43%, and has an LQ nearly twice as high as any other key industry. After lengthy discussion and the forecasting for the manufacturing industry it was concluded that even with the potential for continued decline of large regional manufacturing employers, there continues to be growth in small to medium sized manufacturing operations with good wages and benefits. It was noted that the manufacturing cluster is large, has a high LQ and is growing in significance and along with the support gathered from input from the community forums, **Manufacturing** was identified as a key industry.

The focus for identification of key industries was broadened to emerging industries that do not rank for consideration using the empirical data analysis approach. The first industry of discussion was Agri-business. While the industry appears to be very small with an LQ consistent with the national average, it is a growing industry. Discussion included the well known fact that the empirical data in the Agri-business industry is undercounted and is not well suited to the type of comparative analysis being conducted within the SSI research. It was determined that the growth of this industry will be enhanced by the Indiana State Department of Agriculture's Strategic Plan and initiatives to grow this industry in Indiana. Specifically Region 6 should be able to take advantage of the areas of grains and oilseeds, pork production, and bio-fuel initiatives. Occupations in these industries are not the occupations of past decades, and will represent higher wage and higher skilled occupations. This industry received significant support



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throughout the region at the community forums and as such *Agri-business* is being added as the third key industry even though previously set aside based upon the empirical data.

Consistent with the selection of the manufacturing industry was the discussion of the Transportation and Warehousing Industry. While the transportation and warehouse industry was previously set aside as a key industry based upon empirical data, the industry does represent a modest employment share with an average annual wage for the industry above the average annual wage. The decision to include transportation and warehousing as a key industry was primarily based upon one factor affecting the empirical data and two factors supporting the notion that it is an emerging industry. The transportation industry is one in which the actual industry employment appears to be concentrated in a few states where the corporate offices of the trucking industries conduct their business due to the friendliness of the state's laws for this industry. Indiana is not one of those states and therefore, while workers are employed locally and within the state, many workers in this industry are not represented in the empirical data. The two factors supporting the industry as emerging have to do with the recent change in Indiana Tax Laws with regard to the elimination of the inventory tax. This has already resulted in two proximate locations of warehousing and distribution centers just to the north and west of the region. Because the region is strategically located to take advantage of Interstate locations with I-69 to the West and I-70 to the South, these factors are expected to contribute to the growth of this industry in the region. In addition the passage of the Intermodal legislation will also offer this industry growth opportunity in the region. With this additional justification, *Transportation & Warehousing* was selected as the final key industry.

Table 7 summarizes the 4 key industries designated for Region 6 as high growth as identified through the Strategic Skills Initiative.

Table 7
Summarizes the Selected Key Industries for Region 6

Industry (NAICS)	2004 Employment Share	Avg. Annual Pay	Job Growth	LQ	LQ Growth	Shift Share
Manufacturing (31-33)	22.65%	43.53%	-20.45%	2.05	0.33	-1625
Health Care Services (62)	15.72%	4.17%	14.75%	1.29	0.18	-1660
Agriculture (11)	0.40 %	-33.26%	-16.97%	0.58	0.02	-182
Transportation & Warehousing (48-49)	2.82%	13.93%	-52.10%	0.71	-0.61	-4847



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- **What are the EGR's high-demand, high-wage occupations (should come from Strategic Skills Initiative)? This must include a demand occupation list.**

The following Table (Table 8) shows the top 30 growth occupations (by percentage increase) of Region 6 within the following parameters:

- Occupations employing less than 250 people are excluded in order to restrict statistical anomalies that can arise to percentages when applied to small numbers.
- Occupations averaging less than the Region 6 mean average wage of \$31,268 are excluded.
- These two factors combine to show high-wage high-growth opportunities in Economic Growth Region 6.

Table 8
Region 6 Demand Occupation List

Growth Rank	Occs	Empl. % Incr.	Mean Wage
1	Computer-Controlled Machine Tool Operators, Metal and Plastic	37.82	\$38,167
2	Operating Engineers and Other Construction Equipment Operators	31.22	\$31,624
3	Grinding, Lapping, Polishing, & Buffing Machine Tool Setters, Operators & Tenders	30.22	\$38,685
4	Tool and Die Makers	26.50	\$46,953
5	Middle School Teachers, Except Special and Vocational Education	23.03	\$41,279
6	Plumbers, Pipefitters, and Steamfitters	21.98	\$50,716
7	Pharmacists	21.98	\$84,520
8	Electricians	21.70	\$49,985
9	Medical and Clinical Laboratory Technologists	21.52	\$44,919
10	First-Line Supervisors/Managers of Transportation & Material-Moving Machine & Vehicle	20.88	\$40,658
11	Secondary School Teachers, Except Special and Vocational Education	20.00	\$44,894
12	Registered Nurses	19.53	\$45,364
13	Loan Officers	18.92	\$41,981
14	Machinists	18.79	\$31,797
15	Elementary School Teachers, Except Special Education	17.26	\$46,443
16	Sales Representatives, Services, All Other	16.87	\$39,407
17	Carpenters	14.90	\$32,805
18	Educational, Vocational, and School Counselors	14.11	\$39,537
19	Financial Managers	13.92	\$83,150
20	Truck Drivers, Heavy and Tractor-Trailer	13.88	\$33,096
21	Industrial Truck and Tractor Operators	13.49	\$32,427
22	Sales Rep's., Wholesale and Manufacturing, Except Technical & Scientific Products	12.73	\$51,115
23	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	12.29	\$47,200
24	Police and Sheriff's Patrol Officers	11.38	\$35,318
25	Accountants and Auditors	11.34	\$52,984
26	Industrial Production Managers	10.34	\$68,782



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27	Chief Executives	9.76	\$122,405
28	Licensed Practical and Licensed Vocational Nurses	8.85	\$32,868
29	Maintenance and Repair Workers, General	8.21	\$33,604
30	First-Line Supervisors/Managers of Retail Sales Workers	7.84	\$32,778

Source: Indiana OES Employment & Wage Survey, 2005

- **What are the job skills necessary to obtain the employment opportunities especially high demand, high wage opportunities?**

Table 9
Skills in demand for Region 6 as of February 11, 2007

1	Use Computer
2	Organize & Work With Detailed Office Or Warehouse Records
3	Work As A Team Member
4	Manage Time Effectively
5	Adhere To Safety Procedures
6	Operate Precision Measuring Tools & Equipment In Industrial Production, Manufacturing
7	Apply Patient Care Procedures
8	Use Microsoft Word Processing Software
9	Use Computers To Enter, Access & Retrieve Client Data
10	Take Vital Signs
11	Use Excel Spreadsheet Software
12	Teach College Level Courses
13	Use Cash Registers
14	Apply Food Handling Rules



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- **What is the educational attainment for the populous, including secondary and postsecondary education in the area/region and current high school graduation rates?**

Table 10

Region 6 Educational Attainment

	Blackford		Delaware		Fayette	
EDUCATIONAL ATTAINMENT	Number	Percent	Number	Percent	Number	Percent
Population 25 years and over	9,550	100	72,444	100	17,125	100
Less than 9th grade	376	3.9	3,592	5	1,452	8.5
9th to 12th grade, no diploma	1,413	14.8	9,738	13.4	3,045	17.8
High school graduate (includes equivalency)	4,727	49.5	26,974	37.2	7,963	46.5
Some college, no degree	1,567	16.4	13,975	19.3	2,578	15.1
Associate degree	487	5.1	3,402	4.7	744	4.3
Bachelor's degree	634	6.6	7,840	10.8	832	4.9
Graduate or professional degree	346	3.6	6,923	9.6	511	3
Percent high school graduate or higher		81.3		81.6		73.7
Percent bachelor's degree or higher		10.3		20.4		7.8
	Henry		Jay		Randolph	
EDUCATIONAL ATTAINMENT	Number	Percent	Number	Percent	Number	Percent
Population 25 years and over	33,198	100	14,280	100	18,310	100
Less than 9th grade	2,066	6.2	1,082	7.6	1,171	6.4
9th to 12th grade, no diploma	4,693	14.1	1,982	13.9	2,559	14
High school graduate (includes equivalency)	14,748	44.4	7,068	49.5	8,701	47.5
Some college, no degree	6,151	18.5	2,108	14.8	3,200	17.5
Associate degree	1,661	5	629	4.4	865	4.7
Bachelor's degree	2,302	6.9	828	5.8	1,041	5.7
Graduate or professional degree	1,577	4.8	583	4.1	773	4.2
Percent high school graduate or higher		79.6		78.5		79.6
Percent bachelor's degree or higher		11.7		9.9		9.9



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EDUCATIONAL ATTAINMENT	Rush		Union		Wayne	
Population 25 years and over	12,020	100	4,784	100	47,322	100
Less than 9th grade	782	6.5	240	5	2,726	5.8
9th to 12th grade, no diploma	1,665	13.9	721	15.1	7,627	16.1
High school graduate (includes equivalency)	6,123	50.9	2,180	45.6	18,692	39.5
Some college, no degree	1,696	14.1	830	17.3	9,382	19.8
Associate degree	515	4.3	283	5.9	2,394	5.1
Bachelor's degree	870	7.2	358	7.5	3,765	8
Graduate or professional degree	369	3.1	172	3.6	2,736	5.8
Percent high school graduate or higher		79.6		79.9		78.1
Percent bachelor's degree or higher		10.3		11.1		13.7

Source: U.S. Census 2000

**Table11
Region 6 High School Graduation Rates**

BLACKFORD COUNTY	JAY COUNTY
80.4% Blackford High School	75.7% Jay County High School
DELWARE COUNTY	RANDOLPH COUNTY
74.6% Muncie Central High School	90.5% Union City Community High School
83.8% Delta High School	84.0% Randolph Southern High School
89.9% Wes-Del High School	84.0% Monroe Central High School
85.9% Wapahani High School	83.6% Winchester Community High School
98.0% Cowan High School	87.9% Union High School
88.3% Yorktown High School	RUSH COUNTY
65.3% Southside High School	81.9% Rushville Consolidated High School
97.4% Burris High School	UNION COUNTY
FAYETTE COUNTY	80.5% Union County High School
70.3% Connersville High School	WAYNE COUNTY
HENRY COUNTY	84.9% Hagerstown Jr-Sr High School
78.2% Blue River Valley High School	80.8% Lincoln Sr High School
98.4% Tri Junior-Senior High School	86.6% Centerville High School
89.4% Shenandoah High School	81.8% Northeastern High School
76.1% New Castle Chrysler High School	54.0% Richmond High School
89.5% Knightstown High School	91.7% Seton Catholic High School

Source: Indiana Department of Education



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Workforce Data Needs

- **What workforce data is needed for the EGR related to workforce development and economic development? Provide suggestions for the collection and dissemination of this data.**

It would be of tremendous value to Region 6 and its community/economic development partners to collect information on Employer Benefits. “Benefits” can be loosely defined as a combination employer-sponsored (but not necessarily fully funded) services like health insurance, dental insurance, vision insurance, life insurance, pensions, retirement savings programs (including but not limited to 401(k) retirement programs), stock options, employee assistance programs (short-term counseling services) and other creative initiatives.

Among the reasons the need for this data is so prominent:

- The issue of benefits has repeatedly arisen. Area employers and employer surveys, listed benefits as a key reason for employment with a given employer. Benefits are often ranked as being more important than wages.
- We attempted to benchmark benefits in the same way that we benchmarked wages and salaries. We learned that no such universal, standardized benchmarking entity exists. Selected individual Economic Growth Region 6 agencies such as Local Economic Development Organizations or Chambers of Commerce do conduct benefit surveys within their service area, but we found no standardization in survey instruments that made aggregation of data possible.
- The quality of benefits frequently vary widely among employers within a region to such an extent that there is no way to determine the strength of a given community’s level of benefits. As examples, health insurance benefits can range from major medical insurance programs to health maintenance organizations to preferred provider organizations to health savings accounts – all within the same market area. Beyond that, levels of insurance coverage and employee participation vary within those subsets.

Although wage and salary surveys have been conducted for years, we would suggest that a methodology be developed to capture benefit information as a part of the data collection process.

Collection of information through evaluations conducted with existing small businesses of 25+ that are in an emerging industry would allow the region to develop new and changing skills that are needed to continue to grow. The evaluation would ask questions regarding skills, business practices, grants, and needs of the growing business. The evaluations would help the businesses and the WorkOne system to increase competitiveness nationally and globally.

Lastly, skills and skill levels of the existing workforce must be profiled. Profiling of the skill areas and skill levels of employers in addition to collecting data on the skills of as many of our workers in the workforce as possible, quantified by using WorkKeys Jobs Profiles and Worker Assessments, will allow us to begin to compare needed skills to current skills. This information would assist in remediation of the gaps, worker preparation and articulation of worker needs to our educational partners in terms understood by the educational system.



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Section 3 – Governance and Structure

The RWB must present a relationship chart that shows the interrelationships between the major entities in its workforce development system including the Chief Elected Official, the RWB, the Fiscal Agent, the Service Providers and the primary partners. It must also identify the primary committees, councils and workgroups that support the RWB including the purpose and short-term & long-term objectives for each entity.

A relationship chart is depicted as Attachment A to this plan with the following narrative describing the purpose and short-term and long-term objectives of each entity.

The Eastern Indiana Regional Workforce Board (EIRWB) is one of eleven RWBs throughout the State of Indiana organized under the umbrella of the State Workforce Investment Council which acts in the capacity of the Balance of State Workforce Investment Board. The Eastern Indiana RWB is responsible for the strategic planning, leadership and oversight of Economic Growth Region 6 (EGR 6) which is done in partnership with the Eastern Indiana Regional Elected Officials (EIREO). The EIREO is responsible for the appointment of the members of the EIRWB who also act as the directors of the EIRWB 501(c)(3) not for profit corporation.

The EIRWB has established a committee and task force structure to provide advice and oversight in specific areas. An SSI Executive Team provides oversight to the EGR 6 Strategic Skills Initiative Project, making recommendations to the EIRWB, as appropriate, for contracting and implementation. Other standing committees that have been established are an Educational Liaison Committee, Financial Accountability Committee and Economic Development Alliance. Most recently a Task Force has been identified for the planning and preparation of a competitive application for the SSI Advanced Manufacturing funding opportunity. All standing committees of the board will have a board member who chairs the committee and provides the liaison between the committee and the EIRWB.

The EIRWB recognizes that while smaller in size and more flexible than its predecessor, the Workforce Investment Board; it lacks depth in its representation in such sectors as education and economic development. To provide involvement and depth of input, the EIRWB has identified the need to put into place an Educational Liaison Committee and Economic Development Liaison.

The short term purpose of the Educational Liaison Committee begin to develop a regional plan for the development of the type and capacity of basic and advanced educational offerings required by the employers of the region. The long term purpose of the Committee is to act as an resource and sounding board for issues and plans of the EIRWB.



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The short term purpose of the Economic Development Alliance is to begin discussions of how the needs and efforts of two regional economic development entities – Eastern Indiana Development District and East Central Indiana Development Council (staffed by Energize ECI) can be strengthened. Long range goals are to work cooperatively to merge the separate entities into one regional organization with greater depth and strength and to work to develop the region in an Economic Development District recognized by the federal Economic Development Administration (EDA).

The EIRWB has identified a newly formed Financial Accountability Committee whose purpose is to provide regular oversight of the finances, reporting, audit and monitoring activities of the Regional Operator and the subcontractors of the Board.

The EIRWB has approved a contractual relationship with the Eastern Indiana Development District (EIDD) with the intended outcome for EIDD to assist the EIRWB in its goal to become an EDA recognized development district. The EIRWB will also have subcontracts in place for its SSI initiatives including a subcontract with Ball State University for the Entrepreneurship MBA project commonly referred to as the **Ground Floor**. Additional subcontractors are in the process of being identified for the implementation of the High School Business Plan Competition Project. A subcontract is in place with East Central Opportunities, Inc., an Indiana 501(c)(3) not for profit corporation procured to provide WIA services in the nine county region through two WorkOne Centers located in Muncie and Richmond and five WorkOne Expresses located in the remaining counties, except Union County.

The EIRWB has procured a Regional Operator and Fiscal Agent as well, which is Alliance for Strategic Growth, Inc. (ASG). As an Indiana Not For Profit organized under 501(c)(3) of the IRS code, ASG provides staffing to the RWB, Fiscal Services and Regional Operator services.

Attachment B represents the traditional WorkOne Partners, both mandatory and voluntary, who are involved in the provision of the WorkOne services to job seekers and youth.

The chart in Attachment B depicts the mandatory and voluntary partners in the WorkOne system. In addition the matrix represented in Table 13 on page 49 identifies the partners who are present in each of the WorkOne Centers and Express offices throughout the region.

The strength of the WorkOne system is only as strong as the partnerships that exist on the local level. WorkOne Centers and Express offices and the physical presence of the mandatory and voluntary partners reflect the local community, facilities and their capacities and opportunities and relationships that have been developed over the years. While physical presence may enhance the ease of service access by our customers, it is not the only test of an effective system of customer services, particularly in light of today's technology.



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There are many levels of relationships. Front line and local management staff must have effective working relationship with existing mandatory and voluntary partners. Those mandatory partners are:

- Adult Education & Literacy
- Community Service Block Grants (Community Action Agencies)
- Housing & Urban Development Entity
- Post Secondary Vocational - Ivy Tech Community College – based in Muncie and Richmond
- Title V Older American Services (Community Action Agencies and Area Agencies on Aging)
- Vocational Rehabilitation
- Wagner Peyser, Unemployment Insurance, LVER, DVOP and TAA
- WIA Title I Services Adult, Dislocated Worker and Youth services (East Central Opportunities, Inc.)

Voluntary partners differ in each local community many of which are represented in the matrix (Table 13) on page 49.

The Regional Operator will continue to develop and enhance the relationship with the heads of the various partners, while the management staff of the Centers and Express offices develops a partnership council for the customer services provided in the local WorkOne. In addition the Regional Operator is focusing on the development of the voluntary relationships that are more traditionally focused on the services to the business customer. Where appropriate those organizations will be located in the WorkOne offices or the region's staff will be located in the business engagement locations. Examples of these partners are local, regional and state economic development representatives, ITCC Workforce and Economic Development representatives, Small Business Development Center representatives, SSI Business Representatives and state funded Business Services Representative.

At the regional level the Regional Operator is currently located in the East Central Indiana Engagement Center which currently houses Energize ECI (regional economic development), ITCC Muncie Workforce and Economic Development representative, EGR 6 Business Services Representative, and SSI Business Services Coordinator. It is expected within the next few months that the newly organized Small Business Development Center (ITCC) Director will be and the Office of Community and Rural Affairs Rural Development Grant – Investor Network Development Specialist will be located in the Engagement center as well. Again, more important than the physical location is the existence of an effective working relationship based upon meeting the needs of our existing business and business location customers.



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Each WIA service provider for the EGR should be identified including the programs administered and the geographic area covered by the service provider. This must be presented in a matrix format.

Table 12

Service Provider: East Central Opportunities, Inc.

	Blackford	Delaware	Fayette	Henry	Jay	Randolph	Rush	Union	Wayne
Adult	X	X	X	X	X	X	X	X	X
Dislocated Worker	X	X	X	X	X	X	X	X	X
Youth	X	X	X	X	X	X	X	X	X



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Section 4 – Operational Plans

A description of the one-stop (WorkOne) delivery system must be described with an emphasis on how it will address the workforce needs of the area. Details on how it will address business needs and workforce skill shortages are essential.

The WorkOne delivery system in Region 6 will be developed as a true system where all partners are working toward common goals for the region. The business services are the cornerstone of the WorkOne system. Without the job opportunities in the region the workforce skill shortages is not an issue. Through the knowledge received from the businesses the system can be built to maintain and grow existing and new businesses in the region.

A system for business services is already being developed as a system utilizing business services representatives from the Regional Operator, Department of Workforce Development, service provider, economic development, and post-secondary institutions. Using this holistic approach allows for efficient, just in time services for businesses. Using this merged system increases productivity and stops duplication of effort. Employers will be able to talk with one individual and get information on multiple projects, services, grants, and programs that they may be interested in for their business and/or employees.

Workforce skill shortages will be addressed through several partners including WIA service provider, Wagner-Peyser resources, secondary/vocational/post-secondary institutions, and ABE/GED. Through existing programs in the region several occupational skills training are available along with ABE/GED. Additionally as new occupational skills are identified the business services team begins the required collaboration between employer, business service representative and training institution to meet the business need.

SSI identified these needs and potential solutions. Business needs addressed through premiere customer service, listening to what is needed now and what is forecast for the future. Also working with local economic development to identify what is coming over the horizon and ways to prepare. Workforce skill shortages can best be addressed by utilizing different local partner strengths to provide non-duplicative services as individuals move up the skills proficiency ladder to meet area employer demands.

WIA Service Plan

- **What Adult, Dislocated Worker and Youth employment and training services are available in the EGR? This is not limited to services through the WorkOne system.**

WorkOne Centers and Express offices have services available for the general population and businesses who are located in the region, seeking location or expansion into the region or who are affected by a downsizing or closure event. In addition the WorkOne Centers and Expresses,



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physically or virtually, provide services to partnership agencies in terms of information or services to assist them in their conduction of their work in support of the region.

In service to the general population the Information Resource Area (IRA) is available to anyone on a self service basis regardless of age or status. Specific services for job search, WorkKeys assessments, use of computers in the computer labs, labor market information services, career counseling, service and training information, resume assistance, workshops, etc. are available to the job seeker or youth populations. In many communities the WorkOne Express sites may be the only available public computers with high speed Internet access as an access point for the filing of on-line claims for Unemployment Insurance or for on-line job search. WorkOne Centers and Expresses, while designed to be as comprehensive as possible at each physical location, will in each community have a network of services which may be provided by another partner at a remote location. In addition it may include specific services that may be available at the WorkOne Centers that are not available at the WorkOne Express sites.

WorkOne services to businesses include those services directly provided through the WIA staff and other WorkOne partners located within the WorkOne, but also those services provided by other partnership agencies outside of the WorkOne. Business Services staff are specifically trained on such services as Rapid Response services, WARN, WOTC, TAG, placement of job orders, WorkKeys Job Profiles, CAAs, etc. and are generally trained to identify other business services to be provided by others, such as tax abatement by LEDOs, SEG by IEDA, etc. There is no such statement as *“that is not my job”*, rather *“let me find you the person that can help you with that need and get back with me if you do not get the required service”*.

An example of a partnership agency includes local, regional and state economic development organizations requiring assistance in providing information on available services, labor force availability and training when responding to a prospective location or expansion of a business in the region. The WorkOne system may be the source of letters of support or information for entities developing grant applications for funding in support of the WorkOne system of services. Regional Operator or WorkOne staff stand ready to participate in prospect meetings and will represent what the WorkOne system can comprehensively provide as opposed to a “program” that one organization or funding stream provides.

In addition WIA specific customer services provided through the WorkOne system include, but are not limited to the following:

- Job Seeker Assistance
- Work Registration assistance
- Filing of Unemployment Claims assistance.
- Computer Labs can be accessed at no charge.
- Comprehensive Assessment to help you learn what you need to get the job you want



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- Employment Related Counseling
 - Employment Plan Development to assist in planning and training for your job search.
 - Staff Support to assist you with your training and job search.
 - Short-Term Pre-Vocational Services to help get you job ready.
 - Career Counseling for career change or advancement plan assistance.
 - Intensive Job Development includes structured planning for specific jobs.
 - Information Services
 - Resource Area & Library available for job information and assistance.
 - Internet Services to go on line for job searching.
 - Resume Assistance and Self Help for tips on your resume.
 - Certified Training Information for assistance about training programs.
 - Labor Market Information includes information about jobs or trends, and how the effect you.
 - Information and Referral Services to help you decide what to do next.
 - Training Services
 - Adult Education and Literacy include GED, math, computer skills, and educational opportunities.
 - Job Readiness Training to provide needed training to get you ready for a job.
 - Occupational Skills Training for specific training for your occupation.
 - Skills Upgrading and Retraining to train for new or improved competitive skills.
 - Combined Workplace and Classroom training is an effective method of learning workplace skills.
 - On-the-Job Training for specific training in the work environment.
 - Customized Training by Employers for specific programs
 - Staff Support is a professional staff to assist you with your training and job search.
 - Scholarships/Tuition Assistance for help in applying for financial assistance.
 - Vocational Rehabilitation for services for individuals with disabilities to achieve employment.

Economic Growth Region 6 Youth Services include, but are not limited to, the following:

- | | |
|--|---------------------------------------|
| • Tutoring | • Welding training |
| • Alternative education | • Automotive tech training |
| • Summer employment referral & placement | • Precision machining training |
| • Paid and unpaid work experiences | • Construction trades training |
| • Leadership development activities | • WorkKeys testing |
| • Supportive services | • Work Ethic Certification |
| • Comprehensive guidance and counseling | • Academic remediation activities |
| • Mentoring and follow-up services | • Internships |
| • Post-secondary preparation | • Scholarships |
| • Vocational instruction | • Job training and placement services |
| | • WIN Remediation |



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- Advanced manufacturing training
- Industrial training
- Applied computer technology training

▪ **What is the availability (capacity) for each of those services?**

All of the services identified above, are available in, or through, the region's two WorkOne Centers and all five of the region's WorkOne Express offices. However, the availability of services is also demand driven and unexpected demands due to worker dislocations or other factors makes it essential that the availability of these services is fluid within the region.

▪ **What services are available through the local WorkOne system? Provide a brief description of the services available with the eligibility criteria. Also include a matrix showing services by WorkOne centers and Express sites in the EGR.**

WorkOne services will be provided based on the needs of the customer. The primary focus will be to both prepare and assist customers in finding sustained employment and to build skill sets for career advancement. Some customers may have needs outside of workforce development and will be directed to the appropriate community resource.

The flow of services will begin when staff first determines the customer's "job ready" status. "Job ready" will be those customers who are substantially ready for reemployment and only need assistance with job search, resume writing, interviewing skills, etc. An initial assessment providing information on the customer, such as but not limited to skill levels and barriers to employment will assist staff in determining the customer's "job ready" status. During this initial assessment process, the intake/eligibility staff will determine eligibility for WorkOne and community services.

Customers who need further assistance with workforce development services will receive case management. Case management is the provision of a client-centered approach to the delivery of services. It is designed to prepare and coordinate comprehensive employment plans, such as service strategies for participants to ensure access to necessary workforce investment services and supportive services. Case management services provide the client with a jointly developed plan to move them toward full employment. The case manager will serve as co-author of the client's plan, a consultant, a mentor, a referral agent and in many cases, the facilitator of basic supportive services necessary for success. These services are provided during the preparation and job search phases and also into the employment phase to insure retention and earnings growth.

Case management begins with a comprehensive and specialized assessment of the customer's skill levels and service needs. This objective assessment includes a review of basic skills, occupational skills, prior work experience, employability, interests, and aptitudes (including interests and aptitudes for nontraditional jobs), supportive service needs, and development needs. The state requires the following, at a minimum, be assessed for each customer:



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- Basic skills
- Customer interests, which will be used to help determine the customer's career path
- Barriers to employment

The next stage of services directed by the case manager will be the service strategy jointly developed between the customer and the case manager. The service strategy, as a “road map,” guides the customer in achieving his/her employment goal. In developing the service strategy, the customer and case manager will focus on:

- Exploring careers related to interests
- Defining career objectives
- Removing barriers, i.e., transportation, childcare, etc.
- Establishing steps, milestones, and objectives
- Developing a financial plan

Then, the case manager will direct the execution of the service strategy. Such execution may be fulfilling the responsibilities listed in the service strategy by the customer or by referring the customer to providers for needed services.

All customers will have universal access to the core services in the WorkOne offices. Core services include such things as: Labor Market Information, Information Resources Area, Computer Lab, and Basic Job Search Workshops.

Intake/eligibility staff will compile initial information on the customer's needs and determine initial eligibility for Workforce Investment Act programs. Core information will be available in the Information Resource Area of each WorkOne or WorkOne Express office. Additionally, core information will be available electronically through the state's web page. Customers may enter the Information Resource Area for core services at any time. Intake/eligibility staff will direct customers to information available through the Information Resource Area, CS3, and through other facilitated self-help core services. For customers who have needs in addition to workforce development, intake/eligibility staff may refer the client to other mandatory WorkOne partners and community resources. Such customers may be provided Workforce Investment Act services at a later date.



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Adults and dislocated workers who receive WIA services, other than self-service or informational, must be registered and eligible for WIA services. To be eligible as an adult to receive adult and/or dislocated worker programs, the customer must be 18 years of age or older; if a male, show compliance with Selective Service legislation; and be eligible to work in the United States. To receive dislocated worker services, an eligible adult must meet the definition of “dislocated worker” at Section 101(9) of WIA. Eligibility for the WIA Adult and Dislocated Worker program is not affected by the veterans’ priority.

Table 13

Services Available (ECO and Partner Services available in location)* *FT means available on a regular schedule; PT means available as needed																
Counties	Location	WIA Adult	WIA Youth	Computer Learning Lab	WIA Dislocated Worker	GED/ABE	IRA	CS3 Job Matching	IMPACT	Vocational Rehabilitation	Ivy Tech Classes	Senior Aid Program	Wagner-Peyser	On-Line UI	TAA	Veterans Services
Blackford	Same	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	PT	FT	FT
Delaware	Same	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	PT	FT	FT
Fayette	Same	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT
Henry	Same	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT
Jay	Same	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	PT	FT	FT
Randolph	Same	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	PT	FT	FT
Rush	Same	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	PT	FT	FT
Union	Itinerate	PT	PT	PT	PT	PT	PT	PT	PT	PT	PT	PT	PT	PT	PT	PT
Wayne	Same	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT	FT

- For each program year covered by this plan, how many clients will be served using WIA funding? How many WIA clients will be served in each tier of service (Core, Intensive and Training)?

Table 14

WORKFORCE INVESTMENT ACT ENROLLMENTS				
ESTIMATED ENROLLMENTS	ADULTS	DISLOCATED WORKERS	YOUTH	TOTAL
PY06 (7/1/06 – 6/30/07) ENROLLMENTS	402	336	457	1,195
Core Service Activity	402	336		738
Intensive Service Activity	301	252		553
Training Activity	101	84		185
PY07 (7/1/07 – 6/30/08)	442	369	502	1,313
	442	369		811
	331	276		607
	110	92		202



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- **What criteria does the RWB use for priority of adult intensive and training services when funds are limited? A description of the process for applying the priority of services should also be included.**

The Eastern Indiana Regional Workforce Board recognizes the state plan to raise the skills of every Hoosier, regardless of level. Within that plan to raise skill levels various funding has different target customers. The legislated intent of WIA is to provide workforce investment activities that:

- increase the employment, retention, and earnings of participants
- and increase occupational skill attainment by participants
- and, as a result, improve the quality of the workforce
- reduce welfare dependency
- and enhance the productivity and competitiveness of the nation.

Toward that end if there is a higher demand for WIA services than there is available funding, EGR 6 will implement a priority ranking system which provides service priority to:

- Former or current TANF recipients who are working but who need General Equivalency Degree (GED) or occupational skill training to increase their wages.
- Food Stamp recipients who are working and who need GED or occupational skill training to increase their wages.
- Low income individuals not eligible for TANF or Food Stamps who need GED or occupational skill training.
- The working poor who need GED or occupational skill training to increase their wages.

These priorities assume the applicant is interested in pursuing training in occupations in demand for the Region and who do not have a record of failure. The nature of the comprehensive planning and partnerships of the Regional Workforce Board and its WorkOne system of services, provides individuals who are determined eligible for TANF or Food Stamps to be referred to those partners and entities that are funded to serve this targeted population. Likewise those individuals who are in need of GED or short term individualized training in order to make them more employable would be referred to our Adult Education and Literacy partner(s). To the extent that these partners can provide the needed services to those priority individuals, consistent with the WIA legislation, they would not be provided service funded via WIA. On the other hand, the service design of the Eastern Indiana Region 6 is to assure there exists a comprehensive understanding of the available services. This will allow for reverse referrals, co-enrollments and direct referrals of these individuals to the WorkOne System of services.

The Eastern Indiana Regional Workforce Board supports the need to determine a priority for service; however it must be done within the context of the “demand occupations” identified for the region. The Service Provider for the Region will be able to evaluate the need to initiate the priority system when the following circumstances exist:



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1. Members of the target group who can also be benefited by services which will prepare them for the “demand occupations” developed by the Eastern Indiana Regional Workforce Board are provided a reverse referral by the partner agency which has the funds earmarked for service to the target group customer.
2. Members of the target group who can be benefited by services which will prepare them for the “demand occupations” developed by the Eastern Indiana Regional Workforce Board are referred for co-enrollment in WIA Title I funding by the partner agency.

Both of these situations will flag the need to assure target group members are provided priority for WIA Title I services because other sources are obviously insufficient or inappropriate to meet their needs.

▪ What is the RWB’s definition of self-sufficiency?

The Workforce Investment Act requires a determination that employed, unemployed, under employed adults, youth and dislocated workers may need intensive or training services to obtain or retain employment that allows for self-sufficiency and as a condition for providing services. The following definitions address those issues and provide guidance for the determination for services.

Eastern Indiana recognizes and will use the Self-Sufficiency Standard for Indiana and Region 6 as a reference guide for counseling and providing background while recognizing that each individual is unique requiring consideration on a case by case basis to evaluate his/her specific circumstances. This evaluation includes establishing the need for training to either obtain or retain employment that leads to economic stability/improvement and/or upward career mobility that will provide transferable skill sets and sustain a stable quality of life. This analysis will look at the total array of wrap-around support services that can be utilized to facilitate the individual’s journey to economic self-sufficiency.

While many customers will be able to train immediately for a job yielding self-sufficiency wage, many will need to pursue a career path that leads them to self-sufficiency over a series of jobs within a sector, increasing skills and earning power along the way. This definition provides for the ability to provide training intervention for those individuals who are employed yet continue to need training.

In determining WIA program eligibility the following Self-Sufficiency Definition is provided for Adult, Older Youth and Dislocated Workers. Customers whose level of self-sufficiency exceeds these definitional standards do not qualify for enrollment in WIA intensive and training funded services.



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ADULT/OLDER YOUTH:

Unemployed: Family income exceeding 250% of the poverty level as established by the most current United States Department of Labor Lower Living Standard and/or Indiana's Self-Sufficiency Standard for Region 6. Provision of services aimed at the attainment of skills sets or credentials that will allow for the realization/continuation of a career path that attains and sustains self-sufficiency, increases earning power, job transferability and/or retention of employment.

Employed: (Incumbent Worker) Family income exceeding 250% of the poverty level as established by the most current United States Department of Labor Lower Living Standard and/or Indiana's Self-Sufficiency Standard for Region 6. Provision of services aimed at the attainment of skills sets or credentials that will allow for the continuation of a career path that maintains and sustains self-sufficiency, increases earning power, job transferability and/or retention of employment.

DISLOCATED WORKER: Dislocated Worker income exceeding 90% of the value of the wage that was identified in the qualifying dislocation, unless it does not meet the Adult/Older Worker standard for Self-Sufficiency.

- **How will the WorkOne determine whether proposed employment leads to self-sufficiency?**

“Leads to self-sufficiency” is the key term in this question. Not always will a customer immediately become employed and be self-sufficient but the goal is that the employment will be in an area that can lead to self-sufficiency over time, experience, and obtained skills while employed.

The first step in this process is to make sure that all WorkOne staff are aware of the job market in Eastern Indiana and that they can identify the jobs that typically pay self-sufficient wages. This will require the business services unit to conduct labor market intelligence and to share this information with staff. Armed with this information, WorkOne staff can assist customers in identifying job goals and training programs that are likely to produce self-sufficient wages.

The key to ensuring that customers acquire jobs paying self-sufficient wages is to accurately assess customer skills. If the customer is assessed to be short in critical skills areas (either foundational skills, academic skills, or specific occupational skills), then skill building activities must occur. In other words, the service mix that each customer will receive must be designed to elevate the customer to self sufficient wages.

To determine the actual self-sufficient wage for customers, WorkOne staff can use a variety of information resources. Initially, local policy says that 250% of poverty is the level at which we believe a person is self-sufficient (and this is the yardstick that staff uses currently). However,



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WorkOne customers are also asked to do research on jobs that will get them to this level so that the customers themselves become part of the self-sufficiency discussion. This has proven to be helpful as an informed customer is much more prepared for career planning than an uninformed customer. Staff can also use locally available LMI, wage surveys, and job order information to assess whether certain jobs will elevate a customer to self-sufficiency.

- **How does the RWB's individual training account (ITA) system operate? Include allowable exceptions to ITAs and how those exceptions are determined to be exceptions and how they are processed.**

ITAs are annual accounts that are established for each WIA customer to support training and skill building activities. WorkOne staff establish these accounts based on the training program selected, the length of the program, the cost of the program, the financial need of the customer, and the level of financial aid (such as Pell grants) that is available. Once an ITA account is established, staff can draw down from this account to support customer training activities. The cap for ITAs in Region 6 is \$5,000 and the planned training program must be in a demand occupation.

WorkOne staff also engages in the development of OJT activities, as well as, customized training activities. And, while these are exceptions to the ITA policy (meaning that an ITA account is not set up for these training programs), the caps are still in place. In the case of an OJT program, a contract is entered into with an employer to reimburse up to 50% of the wages for WIA eligible customers during a defined training period. With customized training, a contract is entered to with an employer to reimburse them for up to 50% of the costs of running a training program with WIA eligible customers. With both OJTs and customized training, ITAs are not used but direct contracts are used with employers. OJTs must result in a credential achieved directly from the OJT activity.

If staff needs to exceed the \$5,000 cap, there is a process for getting approval to do so. To make this happen, service provider will seek regional operator approval. In this approval, staff must justify the need for the additional expenses.

ITA's are an option for older youth enrolled into the youth program.

- **How will the RWB/Regional Board insure quality services? Include plans and schedules for monitoring, plans and policies for corrective action and processes for the replacement of ineffective service providers.**

The Regional Workforce Board defines quality services in a number of different ways each of which will enter into the evaluation of the effectiveness of the Service Provider.

1. Customer satisfaction of the services provided as determined by a third party evaluator of the customers served. It will be difficult, however, to assume the satisfaction level of a



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- group of customers is solely attributable to any one partner assuming the WorkOne System of services and staff are integrated as envisioned.
2. Meeting and/or exceeding common performance standards.
 3. Meeting and/or exceeding programmatic performance standards.
 4. Ability to document customer services as required by the governing regulations, policies and procedures.
 5. Ability to recruit customers for services.
 6. Provision of services that result in increasing the level of employment and per capita income of the region.
 7. Commitment to and implementation of flexible services as a part of the WorkOne system.
 8. Timeliness and accuracy of reports, paperwork and corrective action.
 9. Demonstration of professionalism in appearance and manner of WorkOne physical plants and staff.
 10. Meeting chartering standards established by the Board.
 11. Clean audits and monitoring reports with prompt and effective corrective action as appropriate.
 12. Meeting reporting and expenditure goals.
 13. Demonstrated support of RWB and plan of service as evidenced by traits of being a team player.
 14. Ability to develop effective partnerships at the local WorkOne level for service to customers.
 15. Absence of valid customer complaints.

The Regional Operator will monitor all service providers and sub recipients, on-site at least annually or once during the term of agreement if it lasts less than one year, for financial and programmatic compliance. Monitoring will be conducted by the Regional Operator for the Eastern Indiana Regional Workforce Board, either directly or through contract.

There will be three areas of monitoring by the Regional Operator: Fiscal, Operational, and Administrative. The monitoring will include an entrance conference. An exit conference will be scheduled during the monitoring. Depending on circumstances, a formal exit conference with all parties involved may not be possible, but detailed notes of and observations will be provided. If service provider is found to be high risk, additional monitoring will be conducted to measure improvement.

A monitoring report will be issued to the subcontractor, Regional Workforce Board, and Regional Elected Officials within 30 calendar days of completion of the monitoring activity. Any corrective action identified in a report must be responded to within 15 calendar days after receipt of the report.

During the annual on-site monitoring by ASG, service provider monitoring procedures, monitoring instruments and implementation of the local policy will be reviewed for compliance.



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WIA service providers and sub recipients must conduct regular oversight and monitoring (minimum of on-site annually) of WIA activities and those of its sub recipients and contractors. A monitoring policy must be written and implemented regarding WIA activities.

▪ **How will substandard or ineffective delivery of services by a service provider be determined?**

A combination of failure to meet the goals as articulated above will be the basis for determination of ineffectiveness as a Service Provider. Performance will take into account the economy of the region which may affect the ability of the Service Provider to achieve all goals. Service Providers who fail to develop and/or implement a corrective action plan when requested by RO or RWB will be in jeopardy of termination of contractual relationship with the Board.

Adult and Dislocated Worker Services

▪ **What strategies are planned for the recruitment of adult clients?**

Strategies include but not limited to:

- Developing closer relationship with local universities and other training institutions in identifying students who are struggling financially in their last year of studies and providing financial support to them in help ascertain they complete their educational requirements for graduation.
- Educating potential clients by offering regularly scheduled orientations regarding the full mix of services one can access in a WorkOne facility.
- Continued cross education of staff from partnering organizations within the WorkOne System umbrella. Through this education more adult and dislocated worker referrals will be realized.
- Additional marketing within local communities through news media, presentations to schools, chambers of commerce, economic development and local elected officials.
- Participation in community events, job fairs, 4 H fairs, in the form of displays and presentations.
- Recruitment of incumbent workers through job fairs and while marketing Career Advancement Accounts.
- Participation in school open houses, events to recruit parents of students.

▪ **How will referrals (to and from partners and community resources) be used to maximize the effectiveness of services?**

All staff are aware of services provided by partners and community service agencies to help, guide and refer customers who are in need of other services that are provided in the community. Information sharing ranges from a handout including agency name, address, phone number and



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what service are offered to annual information sharing presentations and staff meetings. Case Management, where appropriate, insures the use of all available resources for the benefit of the customer. Additional information on services provided by partners and community service agencies is always located and posted in the Information Resource Area (IRA) for customers to use. Partners and community resources are a valuable asset to providers because a holistic service approach can be designed to assist families toward their goals. Multiple opportunities for services at various locations can assist in developing a support network for that individual or family. Referrals can be tracked to determine trends of service need for cities, counties or regions. If gaps in service needs are determined through analysis of referral data, plans to address those needs can be developed and implemented.

Through cross education of partners and communities regarding WorkOne services, overall services will be strengthened. Duplication of services will reduce while better usage of not only WorkOne funds but other community and partner funds will result in a more efficient use of valuable dollars that will stretch to serve more individuals. Through the referral process both partners will be able to see how the client follows through with assignments and will be able to use this as a valuable assessment tool in determining services and enrollment. By working in partnership with one another, partners will be able to provide a greater mix of services in a more efficient, cost effective manner.

- **Does the RWB have specific plans to address literacy and/or low educational attainment with the adult population? If so, describe.**

The Regional Workforce Board plans to help address low literacy and educational needs of the adult population through a number of means. First and foremost among these will be assessments of individuals accessing the WorkOne system. The WorkOne Service Provider partners with the Adult Education Providers and organizations within the communities and provides space in the WorkOne Centers and WorkOne Express offices for literacy classes and remediation to be provided on site, as appropriate. The Regional Operator and Service Provider will work to expand those services in WorkOne Centers and Expresses where the need exists. Identification of the need is the first step in addressing that need and we will work to identify literacy and educational needs. As potential individuals in need are identified when seeking WorkOne services there are a number of methods to meet their needs including:

- A direct referral to the local Adult Education Providers that tailor the service to the individual's need and career goals,
- Targeted referral to other community educational and literacy resources, and/or
- Use of the computer labs and remediation software located in the WorkOne Centers and WorkOne Express offices in our region to assist in addressing these needs as well. WIN remediation and other software packages are available and will be used.



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- **What specific plans are in place to increase program integration within the WorkOne and with other community resources?**

As outlined previously, we plan to work toward functional integration rather than program integration. As a part of these plans, we will, to the extent possible, work to bring other community resources into the WorkOne system and work to improve the collaboration between community resources.

- **How will the EGR coordinate rapid response activities with the workforce services for the area including coordination with statewide rapid response?**

Service coordination is very important in order to provide displaced workers an effective and productive mix of services to assist them in returning to employment in a timely fashion. Upon learning of a major downsizing or closure a fact finding meeting is coordinated and implemented that brings together the employer/business in question with WorkOne representatives as determined appropriate by the contracted Regional Business Representative. Typically the representation, besides the Regional Business Representative, will include the Local Rapid Response Coordinator, Department of Workforce Development, Service Provider staff, and others as appropriate to the dislocation. When applicable, labor representation will be present as well.

- **How will rapid response coordinate outreach to affected populations and coordinate orientation for those workers?**

Rapid response outreach and orientation will be coordinated as follows:

- A Rapid Response Team has been developed with staff from all WorkOne partners. When an announcement is received of a closing or layoff, the team is notified and gets called into action.
- The first order of business for the Rapid Response Team is to schedule on-site rapid response presentations as well as other necessary workshops or WorkKeys testing activities. These schedules are worked out with the company to encourage employee participation.
- A formal PowerPoint presentation has been customized for local rapid response presentations. This PowerPoint walks through an overview of WorkOne and other community and partner services and offers specific suggestions and guidance to affected workers. These presentations are always done (whenever possible) with both DWD and service provider staff.



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- What are the active TAA petitions for the EGR including the petition number, petition date, the company name(s), the number of affected workers and the class of workers covered by the petition? Petitions filed and pending federal review should also be listed.

Table 15

Company	Location	Petition	Det. Date	Aff./ Neg.	No. Workers
Mid-West Metal Products	Muncie	55791	11/08/04	Aff.	50
Visteon Systems 6mm Operati	Connersville	56162	01/04/05	Aff.	150
Manual Transmissions	Muncie	56867	05/13/05	Aff.	600
Mid-West Metal Products	Muncie	57359	06/21/05	Aff.	50
Visteon Systems, LLC	Connersville	57354	06/23/05	Aff.	68
WestPoint Stevens	Anderson, Middletown &	57546	08/23/05	Aff.	125
Bartlett Corporation	Muncie	58952	4/7/2006	Aff	60
Hiatt Metal Products Co.	Muncie	59922	9/26/2006	Aff	34
City Machine Tool & Die	Muncie	60229		Pending	35
Mosey Mfg. Co., Inc.	Richmond	60244		Pending	10
Visteon	Connersville	60157		Pending	120

- How are services for TAA participants coordinated with other services offered through the WorkOne?

Through the new “TrackOne” program, both DWD and WIA partners are able to better coordinate services to shared TAA clients. This insures the best use of resources and decreases the potential of duplication of services. TAA Employment Counselors consult with WIA Service Provider staff regarding appropriate enrollments into TAA. TAA Employment Counselors review the roster of TAA clients who will soon graduate from school on a quarterly basis and make referrals to the WIA Service Provider for additional services and/or education. Employment Service staff are also informed when students are about to graduate and referrals



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are made to them so that CS3 information can be properly updated to reflect the training that was completed.

TAA customers are usually dually enrolled into WIA dislocated worker or adult programs so that they may receive additional services. Typically, this dual enrollment occurs in one of two scenarios: (1) when a TAA customer is in training, but requires support services to enable their full participation in this program, or (2) when a TAA customer is nearing the end of their TAA supported training program, the customer is dual enrolled into WIA activities to help with any job placement and/or support service issues.

TAA customers are often participants in WorkOne orientation offered by the WorkOne system staff. In these orientations, TAA customers receive information about the full range of services available through the WorkOne system.

TAA customers are encouraged to use the resource room and to work with the staff that supports customers using the resource room. This can include everything from simple resume help to formal career counseling and assessments.

TAA customers are informed of WorkKeys testing opportunities and encouraged to attend these sessions and get a WorkKeys score. The goal of the region is to move toward making it mandatory for TAA recipients to complete the basic skills WorkKeys assessments to assist in the labor force profiling and as an additional counseling tool. WorkKeys is one of the foundation pieces of the workforce system. Using WorkKeys allows the region to gather information on existing skills and to develop and build on those existing skills to improve the workforce. TAA customers are also informed of WIN remediation which is available in every WorkOne Center and WorkOne Express office in Eastern Indiana and they are encouraged to brush up on their basic academic skills to get ready for WorkKeys testing.

TAA customers check in every month with their TAA case manager and they are informed of upcoming job fairs and other job placement opportunities that may be coming through the WorkOne system.

- **What actual major dislocations (50 or more workers) exist for the area or are projected for the time period covered by this plan? Provide the company's name (optional if projected), the number of affected workers and the class of workers covered by the dislocation. These projections must be based on solid information if employers are identified.**
- Muncie Manual Transmissions – Delaware County – 440 workers – closure – Production Hourly/Skilled Trades/Salaried
- Bartlett – Delaware County – 90 workers – closure – Production Hourly/Salaried



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- Visteon – Fayette County – 819 workers plus another 890 workers by September 2007. – Closure – Production Hourly/Skilled Trades/Salaried.
 - Masonite – Wayne County – 110 workers - closure
 - Spartech – Wayne County – 75 workers – closure
 - Guide Corp – Madison County – 1,200 workers with 189 from Region 6 – Production Hourly/Skilled Trades/Salaried.
 - Borg-Warner – Delaware County- 780 workers - Expected to close by 2009 - Production Hourly/Skilled Trades/Salaried.
 - Smurfit Stone – Henry County – Expected to close by the end of March 2007 – 57 workers
 - Viking LLC, Henry County – Expected to close by April 30, 2007 – 50 workers.
- **How are services for these dislocated workers coordinated with other services offered through the WorkOne?**

Service coordination is very important in order to provide displaced workers an effective and productive mix of services to assist them in returning to employment in a timely fashion. Upon learning of a major downsizing or closure a fact finding meeting is coordinated and implemented that brings together the employer/business in question with WorkOne representatives as determined appropriate by the contracted Regional Business Representative. Upon completion of the fact finding meeting, an orientation session(s) is scheduled to bring together all partners within the community to present to the affected workers a full mix of services for workers to choose from that will assist in the transition from being displaced to regaining employment. By pulling partners together, greater coordination occurs that will help the displaced workers set goals in re-establishing themselves back into the workplace. Examples of partnership coordination at orientation sessions would be pulling together Trade Adjustment Act Coordinator, WIA Service Provider Staff, Secondary Education Representatives, Post-Secondary Education Representatives, Investment Personnel, Insurance Representatives, United Way Representatives, Department of Workforce Development Staff and local Workforce Board representatives. Displaced workers get to meet these individuals in group and one on one settings to establish a mix of services that will help each individually with the transition back into the workplace that will lead to self-sufficiency.

Youth Services

- **What percentage of the Youth allocation will be spent on in-school youth and what percent will be spent on out-of-school youth?**

Region 6 will follow the mandated guidelines of not less than 30% of the WIA youth funds will be spent on out of school youth and not more than 70 % o f WIA youth funds will be spent on in-school youth.



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- **What recruitment strategies will be used for out-of-school youth? Historically, the number of out-of-school youth enrolled in the program has been low.**

Youth events, collaborative partnerships with community agencies that work with youth, and word of mouth have all been effective strategies for recruiting youth. Service Provider youth staff participate in the required Exit Conferences for students who are dropping out of school in an effort to 1) assist in maintaining the student in school, and 2) if they do drop out to coordinate services. It is important to assure services and marketing materials are relevant, exciting, and in-tune with the environment of youth. Reaching out to areas where youth typically gather is another effective recruitment strategy used in Region 6. Developing relationships with probation offices and foster care programs have also been effective because of the assistance with transitioning into adulthood. Partnering with post-secondary education opportunities is essential to developing career plans and helping youth focus on career plans.

Out of school youth will become a greater priority for outreaching and enrolling youth into WIA services. The regional Service Provider will be encouraged to enroll a mix of not less than 40% of youth enrollments to be out-of-school. Recruitment efforts will be stepped up in serving this population by providing recruitment boards on front ends of operations in WorkOne facilities, visiting and speaking to Adult Education-GED Classrooms, assisting with School Open Houses recruiting student's older brothers and sisters, referrals from County Youth Councils and other community partnerships. Additionally recruitment will occur by visiting and speaking with; local training institutions, vocational rehabilitation, judicial systems, labor exchange, along with transitional resources.

- **What strategies will be used to keep out-of-school youth active in the program?**

Strategies to keep out-of-school youth active in the program includes immediate engagement in employment readiness activities, setting a goal/plan that caters to their immediate interests, and supports long term success. Other approaches used are constant communication, assistance with employment and education and training, scholarship money and providing supportive services to reduce barriers. Meeting youth on their terms, in youth-friendly locations assists youth in building a rapport with youth workers. Showing youth the benefits of working, continued education and positive life styles first hand through mentoring and providing work experiences are also ways to keep youth engaged.

The best strategy to keep an out-of-school youth active is a good plan that has the youth, staff and others participating in a partnership. Youth will need guidance on developing a plan so they can actually see where they are today and where the plan will take them if they follow through. It is important that the youth have input and therefore ownership in the entire plan. Each party that develops the plan needs to hold the other(s) accountable each step of the way. Prior to the plan there likely would be a series of assessments and tests administered to determine plan



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direction, what's important on a job or career, and determination if the youth has the ability to work toward and achieve the planned goal. Out of school youth come as school dropouts, and graduates alike not knowing many times what they want or what type of opportunities are actually out there for them that will turn their lives around.

Youth with low basic skill levels may be offered financial incentives as they build their skill levels. Other youth may be offered a bonus for completion of a GED or credential requirement. After completing the WIA Youth program and securing employment, the youth may be offered a follow-up incentive for achieving a credential after entering employment. Other strategies used will be in the form of paying all or a portion of educational tuition, books, supplies, and supportive service needs as long as the youth commits to and follows the plan of service.

Other strategies would include but not be limited to providing job search activities that would include a mix of services to prepare the youth for finding a job and keeping a job. These services would include but not be limited to workshops on; how to fill out a job application, identifying skills (both educational and personal), resume development, interviewing skills, and telephone techniques used in searching for work. Additionally, opportunities to participate in job clubs provide motivation while building self esteem.

- **How will the service providers coordinate with secondary schools and adult basic education programs to identify youth and to coordinate services?**

Presentations will be provided to school staff to inform them of available youth programs, program goals and eligibility information. Marketing materials for available programs and services will be made available to youth in secondary and adult education classes. Establishing and maintaining relationships between educators and WIA case managers will help to coordinate services. In addition meetings will be scheduled on a regular basis between service providers and educators to review status of participants and identify participants for the programs.

- **Provide the local definition of “deficient in basic literacy skills.”**

The Region 6 definition of deficient in basic skills is a person who has less than an 8.9 grade level on a generally accepted standardized test or a comparable score on a criterion-referenced test; or is unable to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the individual's family, or society. Although not part of the current definition, WorkKeys is being considered as part of the definition of “deficient in basic literacy skills”. The areas of Applied Math, Locating Information, and Reading for Information are the basic three assessments that fit most employers' entry level positions and makes sense to be a part of workforce development. The RWB will explore the relationship and potential of establishing a level which could be used as an indicator as well.



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Provide the local definition of “requires additional assistance to complete an educational program, or to secure and hold employment.”

An individual meeting the Region 6 definition of “requires additional assistance to complete an educational program, or to secure and hold employment” would include low income individuals needing assistance with living arrangements, transportation, childcare, counseling and encourage, and tuition assistance.

- Provide the local barrier that permits youth who are not low-income to receive youth services.

Region 6 has determined its local barrier for youth who are not low-income to be “youth that are at risk of dropping out of high school”. This local barrier was chosen because of overwhelming evidence that points to youth who do not complete high school have a greater likelihood of needing public assistance, earning low wages, and becoming substance abusers and offenders.

Any youth meeting one or more of the following conditions may be considered “at-risk” of dropping out of school:

- Currently failing to maintain at least an overall ‘C’ (or its equivalent) grade point average of failing any subject required to graduate.
- Pregnant or parenting (male or female teenage parent involved in the care or support of the child).
- Frequent truancy (absenteeism exceeding the local school’s policy for acceptability).
- Offender/Ex-offender.
- Alcohol or substance abuse.
- Behavioral problems (as noted by the school’s administration).
- Psychological or emotional problems.
- Learning Disabilities.
- Other reasons as identified by the school administration or counselor.

Pilot Projects

- **What unique or pilot projects are being run by the RWB or WorkOne system in your EGR? This may include current or planned projects. What is the scope of the unique/pilot projects, the benefits, the expected outcomes, the evaluation methodology, the amount and source of the budget? As appropriate, provide a synopsis of the level of success for the project.**
- Career Awareness Project – The northern portion of the region continues to provide a career awareness project aimed at high school students. The purpose of the project is to supplement the college bound counseling provided through high school guidance offices with



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information on careers in demand which require less than a four year degree. The goal of the project, which includes a three day curriculum, activities and video, is to inform students not inclined to attend a four year college of other career options and the training and educational requirements of those careers. The intent is not to lower the educational achievements of students, rather to raise the education and skill attainment of the workforce not seeking a four year degree through career and occupational awareness. EGR 6 has delayed the update of the Career Awareness Project to assure it is not a duplication of, and will be complementary to the Career Guide Project in process of release by DWD. The scope of work has not yet been developed until the Career Guide Project has been evaluated. Currently the RWB has earmarked approximately \$50,000 in WIA funding to develop the marketing materials to take into the high schools of the region. Past measurements of success were based upon the evaluations conducted by the students and faculty who participated in the project.

- **EDA Economic Development District Designation** - The new EGR 6 is made up of the five counties of the pre-existing region with the addition of four more counties. RWB, in conjunction with its SSI Project which is focused on growing the jobs and economy of the region, is taking steps to build the regional identity of the new nine county region. Steps are being taken to consolidate regional economic development efforts in support of local economic development efforts with care to avoid duplication. A plan is in place to establish the region as a designated Economic Development District by the federal Economic Development Administration. With the assistance and support of the federal, state and local units of government the goal is to stabilize and reverse the region's economy as measured through job loss.
- **BOSS** – Business Opportunities for Self Starters, a high school business plan competition project, is one of the SSI projects aimed at students who march to a different drummer. Eastern Indiana has enjoyed a fair amount of successful business ventures which have grown out of entrepreneurial activities. The goal of this project is to introduce the knowledge, skills and disciplines required to start and run your own business. The long term goal is to institutionalize the project into the high school curriculum and into the career awareness project so that entrepreneurship is another career opportunity considered by students at the high school level. This project is a part of the continuum of services which can lead to attendance and enrollment into Ball State University's *GroundFloor* project – a nationally recognized model for the development of entrepreneurs.
- **Cultivating the New Economy** – In an attempt to capitalize on the economy of the region and priorities of Indiana, EGR 6 is launching an initiative to grow the agricultural economy of the region. This initiative is working in partnership with the Indiana State Department of Agriculture (ISDA) and its pilot in EGR 6 to develop local and regional plans for the development of an Ag economic development strategy. The Board is convening its first Ag Conference, which will be held in the region in the Spring of 2007 with invitations extended statewide. Nationally distinguished speakers will be a part of the conference and expo, which will be the impetus for moving Ag and Ag-related business initiatives forward and informing the education partners of the skills, degrees and credentials required of this growing industry. The outcome of this and related projects is to expand the high wage, high



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skill jobs in the region, increase the investment capital and begin to create and fill the pipeline with the skilled workers required by the jobs created in this sector. It is expected that the region will begin to develop an understanding that the Ag Industry to be more than livestock and grain farms. The funding for this project is a combination of SSI funding and private sector contributions.

- **Enterprise Resources** – The region is piloting an expansion of the Agri-Small Business Development project of its SSI grant with a rural development grant awarded to the RWB by the Office of Community & Rural Affairs (OCRA). This grant will be used to develop a virtual investor network and hire a Business Investor Specialist who will recruit and qualify and match potential investors and entrepreneurs seeking funding to take a product or concept to market. This project is a natural continuum of services from the High School Business Plan Competition, Entrepreneurship project operated in conjunction with the Ball State University's *GroundFloor* MBA Project, and the opportunities for technology studies, business plan development, and feasibility studies all a part of the Small Business Development Project. The funding for this initiative is a combination of SSI, Community Foundation-Energize ECI grant, OCRA grant, WIA and private match funding.
- **Career Advancement Accounts** – EGR 6 has been approved for a \$300,000 Career Advancement Account Pilot Project under the Indiana pilot. The details of the project are under development at this time. The EIRWB hopes to use this experience to evaluate the viability of implementation of CAAs as proposed in the Administration's budget. It is hoped that this pilot will lead to the advancement of the skills of incumbent workers. The success of this initiative, we believe, will be tied to an extensive marketing campaign which will encourage workers to invest in their skills outside of their job. Another factor in success will be the ability of our educational partners to develop compact courses which deliver portable, industry recognized credentials, degrees or licenses. The funding for this project is from DOL, DWD, WIA, SSI and private match contributions.
- **Are there pilot projects that the RWB would like to operate? Please list.**
- **Workforce Skills Profile Project** is a goal of EGR 6. This project entails the profiling of the skills of high school seniors and the existing workforce, particularly those who are active job seekers, using the WorkKeys Assessment Tool. The Workforce Skills Profile Project will be used in conjunction with our region's Business Attraction and Expansion projects by being able to quantify the skills aptitude of our workforce using WorkKeys Skills Assessment. Any WorkOne customer seeking training will be assessed using WorkKeys in order to determine deficiencies in skill sets typically required for the target occupation. Job seekers will be assessed and the results will be used as a counseling tool and to assist in identification of skill gaps requiring remediation.
- **UI Modernization Transition Project** – EGR 6, according to IBRC based upon Bureau of Labor Statistics data, leads the regions of the state in job loss by a substantial margin. Since February 1, 2007 the region has experienced two additional major plant closures (Visteon



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and Borg Warner) which will result in excess of 1,700 additional jobs lost in the region. With the implementation of the UI Modernization Project these and other laid off workers are expected to apply for their UI benefits on-line. One of the skill gaps of the existing workforce of the region is the ability to use a computer and Internet – a skill that has been identified as a basic skill for all workers in EGR 6. Many households, as well as areas of the region, do not have Internet access, making on-line application for UI benefits and on-line job search difficult at best. The EIRWB has WorkOne offices located in every county except Union County. Each of these offices has fully equipped computer labs which have Internet access. With Unemployment Insurance as a mandatory partner under the Workforce Investment Act the EIRWB would like to partner with the DWD to offer workshops on a scheduled basis to assist laid off workers in filing for unemployment compensation while learning Internet and keyboarding skills.

- **Swipe Card Technology** – EIRWB believes that the WorkOne system of the region does not have a system of accountability for who is served and what services they are seeking from the system. East Central Opportunities, Inc. is in the process of implementing a swipe card system which not only promotes WorkOne, but allows for the system to account for who is being served and with what services. The original system is about 70% implemented, but has been placed on hold due to the transition in the state and region. The system now will need to be expanded for implementation in the additional counties of the new EGR 6. The region would like to become a pilot for implementation and study for consideration of statewide implementation. The cost of the current implementation has been a combination of Reed Act and WIA with costs for implementation for Wagner-Peyser customers included in the Integrated Services contract.
- **Career Consulting Project** – There appears to be a gap in services that are available to the general public – regardless of age, gender or income – which has to do with the need for professional Career Consulting. These are services that are not provided by the high school or vocational schools. These services are not provided by parents or other leaders. In part it is the lack of knowledge and lack of skill. Parents pay huge sums in tuition and fees each year to send their sons and daughters to college without a clear career path, many times resulting in additional years required to graduate. It is a service which the EIRWB believes should be made available and done so on a fee for service basis. Providing this service would require professional staff and offices commanding the confidence of fee paying customers. Success in this pilot could result in expansion and replication in Eastern Indiana and replication in other regions in the state. This project has not been developed beyond concept at this point. The EIRWB would like to identify nonfederal seed money to develop a feasibility study of this Career Consulting Project.
- **Job Matching System** – Simply stated the existing statewide computer job matching system does not provide a valued, customer friendly service to the employers or job seekers using the system to find jobs. The existing system, while a requirement, is not a good investment of time. The EGR 6 would be interested in piloting the implementation of the newly procured computerized job matching system.



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- **Employer Virtual Website** – EGR 6 is made up of many small businesses (100 employees or less) a target size which is consistent with the priority of the state for investment. When small employers have needs for worker training, the number of employees do not justify a class sized project. The future of our small businesses will be the talent and skills of their workforce and as such it is incumbent upon the EIRWB to determine ways in which those needs can be met. The EIRWB would like to pilot a virtual network and employer training clearinghouse which would identify and catalogue vendors of training and while identifying common needs for training which, when combined, make the training viable and affordable. This pilot would be integrated into the Business Services Division of the region to promote to employers and input employer training needs and contact information.
- **WIRED** – EGR 6 has demonstrated an interest dating back to December 2005 when the regional application was submitted by Ball State University on behalf of the region for a WIRED grant. Many of the concepts of a WIRED application would be elements of this strategic plan – elements which would assist the region in aligning itself as a region, increasing the education and skills of its workforce, and arrest and reversal of the economic decline of the region.
- **Funding** – EGR 6 has embraced and is assimilating the tenets of the state plan into practice as quickly as possible while continuing to address the economic issues faced by this region. The EIRWB and RO believe that it is fundamentally necessary that all funding streams are granted to the regional level in order to allow the flexibility to manage the funding of staff and operations, whether provided by state or local staff. This allows for staff to do whatever work is required to serve the customer (employer, youth or job seeker), within the parameters of the job classification and funding, rather than the alignment of the work according to who they work for and what funding pays their wages.
- **SSI Advanced Manufacturing** – The SSI Research and Identification process for EGR 6 identified Advanced Manufacturing as one of the occupations in demand. Based upon the economic distress of the region, however, the SSI grant proposal was targeted toward the growing of the jobs for the region to, in essence, create our own occupational skills shortages rather than focus on a few occupational skill shortages which would not reverse the devastating economic trends of the region. Because of the importance of Manufacturing for EGR 6, notwithstanding the recent job losses, the EIRWB is interested in participating in the SSI Advanced Manufacturing project. This will assist our existing employers, as well as, the commuting workforce from the southern most counties of the region in their commute for employment in the Honda plant.
- **Nesting Employers Concept** – WIA funding is restrictive in its use to acquire skills on the job that do not result in an industry recognized, portable credential. The reality is that good jobs and good employees many times can be traced back through a path of employers who hire from one another and the skills are developed along the way. EGR 6 would like to pilot a study with up to four “nested employers”, each being a stepping stone to the next. EGR 6 seeks to identify funds to subsidize the initial employer as the entry point for workers into the nested employer system. The initial employer would provide employment for and train those



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individuals who are referred, with the full understanding that employer # 1 will provide the supply of employees to employer # 2. Subsequent employers (2-4) would have progressively difficult jobs which the employees would fill and develop. The purpose of this process is to develop a pool of employees who will have their employment supplemented with skill training designed to meet the entry level needs of the next employer, culminating, over an extended period of time, in a job which pays good wages and benefits. This concept mirrors the career ladder concept of large corporations of the past and looks at the employer community and the job ladder concept of smaller corporations.

Section 5 – Signature Page

The Chief Elected Official, the RWB Chair and the RWB Director must all sign and date the signature page.

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Workforce Investment Plan**

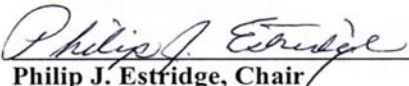
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EASTERN INDIANA REGIONAL WORKFORCE BOARD



Jim Riggle, Chair 2/13/07

EASTERN INDIANA REGIONAL ELECTED OFFICIAL

 2-13-07

Philip J. Estridge, Chair 2/13/07

EASTERN INDIANA REGIONAL OPERATOR



Barbara J. Street 2/13/07



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Public Comment Summary

This is optional for RWBs. The Balance of State WIB will secure public comment to meet USDOL requirements.

This plan has not been published for public comment although input has been provided from various entities and sources in the plan development.

Attachment A

**GOVERNANCE –
CONTRACTING STRUCTURE**

